

Academic Regulations Course Structure and Syllabus

MBA
MASTER OF BUSINESS ADMINISTRATION
(2 Year Program)
(Applicable for the Batches Admitted from 2016-2017)



NARASARAOPETA ***ENGINEERING COLLEGE*** (Autonomous)

Kotappakonda Road, Yellamanda (P.O), Narasaraopet- 522601, Guntur District, AP.
Approved by AICTE, New Delhi & Permanently affiliated to JNTUK, Kakinada. Code: 47.
Accredited by NBA & NAAC with "A" Grade; ISO 9001:2008 Certified Institution.
Phone: 08647239905 Website: www.nrtec.ac.in

ACADEMIC REGULATIONS - 2016 FOR MBA (REGULAR)
(Effective for the students admitted into I year from the Academic Year 2016-17 and onwards)

1. QUALIFICATION FOR ADMISSION

Admission to the above program shall be made subject to eligibility, qualification and specialization as prescribed by the University from time to time.

Admissions shall be made on the basis of merit / rank obtained by the candidates at the qualifying entrance test ICET or on the basis of any other order of merit as approved by the Government from time to time.

2. AWARD OF MBA DEGREE

A student will be declared eligible for the award of the MBA Degree, if he fulfils the following academic requirements.

- (a) Pursue a course of study for not less than two academic years and not more than four academic years.
- (b) The candidate registers for 90 credits and secure all 90 credits.

3. STRUCTURE OF THE PROGRAM

Semester	Credits
I MBA I SEM	20
I MBA II SEM	20
II MBA III SEM	21
II MBA IV SEM	29
TOTAL	90

Each course is normally assigned a certain number of credits as follows:

- 3 credits for 3 lecture periods and 1 tutorial per week.
- 2 credits for 4 laboratory periods per week.
- 4 credits for project work/ comprehensive viva.

4. DISTRIBUTION AND WEIGHTAGE OF MARKS

The performance of the candidate in each semester shall be evaluated subject wise, with a maximum of 100 marks for Theory / Practical on the basis of internal evaluation and end semester examinations. Comprehensive viva will be conducted for 100 marks on the basis of internal evaluation only.

4.1 THEORY

For all theory subjects consisting 6 units in each subject, the assessment shall be for 40 marks through internal evaluation and 60 marks through external end semester examination of 3 hours duration.

4.1a. INTERNAL EVALUATION

The internal evaluation will be based on two cycle tests conducted in each semester. The 40 internal marks will be awarded as sum of 75% of the best cycle and 25% of the least cycle examinations, where each cycle of examination contain

Descriptive test	- 20 Marks
Assignment test	- 10 Marks
Seminar	- 10 Marks

Each descriptive test question paper contains 3 questions one from each unit covering the syllabus from 3 units (first 3 units for first cycle and remaining 3 units for second cycle). The student has to answer all the three questions (3X10M= 30M). The 30 marks will be scaled to 20 marks. The descriptive examination will be conducted for 1½ hour duration.

In Assignment tests 5 or 6 questions from each unit will be declared in the class room at least one week in advance. In the test, one question will be given at random to each student and the student has to answer it.

The Assignment test-1 will be conducted for 10 marks covering the syllabus from 1st & 2nd units. The Assignment test- 2 will be conducted for 10 marks from 4th & 5th units.

Each student has to give a oral presentation on every theory subject and submit a report to the HOD of the dept. Based on oral presentation and report submission, the internal marks for seminar will be awarded.

4.1b. EXTERNAL EVALUATION

The question paper comprises of two parts (Part-A & Part-B). In Part-A one compulsory question (CASE STUDY) will be given for 12 marks and the student has to answer. In Part-B, 6 questions will be given, one from each unit, the student has to answer 4 questions out of six (4x12M = 48M). The duration of end theory examination is 3 hours.

4.2 PRACTICALS

For practical subjects evaluation is as follows during the semester

4.2a. INTERNAL EVALUATION

There shall be continuous evaluation during the semester for 40 internal marks. The internal marks shall be awarded as follows:

Record	- 10 Marks
Day-to-day work	- 15 Marks
Internal Lab Test	- 15Marks

4.2b. EXTERNAL EVALUATION

For practical subjects there shall be an external examination at the end of the semester for 60 marks in the presence of external examiner.

4.3 A candidate shall be deemed to have secured the minimum academic requirement in a subject if he secures a minimum of 40% of marks in the end semester examination and a minimum of 50% of the total marks in the end semester examination and internal evaluation taken together.

4.4 In case the candidate does not secure the minimum academic requirement in any subject (as specified in 4.3) he has to re-appear for the end semester examination in that subject.

A candidate shall be given one chance to re-register for each subject provided the internal marks secured by a candidate is less than 50% and has failed in the end examination. In such a case, the candidate must re-register for the subject(s) and secure the required minimum attendance. The candidate's attendance in the re-register subject(s) shall be calculated separately to decide upon his eligibility for writing the end examination in those subject(s). In the event of the student taking another chance, his internal marks and end examination marks in the previous attempt stand cancelled. For re-registration the candidates have to apply to the college by paying the requisite fee and get approval from the authorities before beginning of the semester in which re-registration is required.

4.5 In case the candidate secures less than the required attendance in any re-registered subject(s), he shall not be permitted to write the End examination in that subject. He shall again re-register the subject when next offered.

4.6 Laboratory examinations must be conducted with two examiners, one of them being the laboratory class teacher or teacher of the respective college and the second external examiner shall be appointed by the authorities from the panel of examiners submitted by the respective department.

4.7 COMPREHENSIVE VIVA-VOCE

Comprehensive viva voce examination is conducted during the 4th semester in all the subjects of first to fourth semesters of the course by a committee consisting of two senior faculty members of the department. There will be NO external evaluation.

A candidate shall be deemed to have secured the minimum academic requirement in comprehensive viva-voce, if he secures a minimum of 50% of marks in the examination.

If a candidate fails to secure the minimum marks prescribed for successful completion, he has to re-register and undergo comprehensive viva voce examination when offered next.

4.8 PROJECT WORK

Every candidate shall be required to submit a thesis or dissertation on a topic approved by the Project Review Committee.

4.8.1. A Project Review Committee (PRC) shall be constituted with Principal, Head of the Department and two other senior faculty members of the department.

4.8.2. Registration of Project Work: A candidate is permitted to register for the project work after satisfying the attendance requirement of all the subjects, both theory and practical up to II semester.

4.8.3. Every candidate has to submit, in consultation with his project supervisor, the title, objective and plan of action of his project work for approval. The student can initiate the Project work, only after obtaining the approval from the Project Review Committee (PRC).

4.8.4. A student has to undergo practical training for a period of six weeks in a corporate enterprise after the second semester/summer vacation. In training period, the candidate should work on a specific problem related to elective subject. At the end of practical training, the student should submit a certificate obtained from the organization.

The student should prepare a Project Report under the supervision of a guide from the faculty. However, the students who wish to prepare project report in the area of Systems can also work under the guidance from the faculty member of Computer Science department.

4.8.5. If a candidate wishes to change his supervisor or topic of the project, he can do so with the approval of the Project Review Committee (PRC). However, the Project Review Committee (PRC) shall examine whether to change topic/supervisor leads to a major change of his initial plans of project proposal. If yes, his date of registration for the project work starts from the date of change of supervisor or topic as the case may be.

4.8.6. Three copies of the Project Thesis certified by the supervisor shall be submitted to the college.

4.8.7. The thesis shall be adjudicated by one examiner selected by the Authorities. For this, the HOD of the department shall submit a panel of 5 examiners, eminent in that field, with the help of the guide concerned.

4.8.8. The Viva examination of the project report shall be conducted by a board consisting of the external examiner; head of the department and the supervisor, the candidate should have secured Grade O (Out Standing)/Grade E (Excellent)/Grade A (Very Good)/ Grade B (GOOD)/ Grade P (Pass)/ Grade F (Fail) in the Project Viva Voce.

Head of the department shall coordinate and make arrangements for the conduct of Viva Voce Examination.

4.8.9. If the candidate secures Grade F in Project Viva Voce, the Candidate will retake the Viva Voce examination after 3 months. If he fail to get Grade O (Out Standing)/ Grade Ex (Excellent)/Grade A (Very Good)/ Grade B (GOOD)/ Grade P (Pass) at the Second Viva Voce examination, he will not be eligible for the award of the degree, unless the candidate is asked to revise and resubmit. If the candidate fails to secure Grade O (Out Standing)/ Grade Ex (Excellent)/ Grade A (Very Good)/ Grade B (GOOD)/ Grade P (Pass) again the project shall be summarily rejected.

5. ATTENDANCE REQUIREMENTS:

(i) A student shall be eligible to appear for the end examinations if he acquires a minimum of 75% of attendance in aggregate of all the subjects.

(ii) Condonation of shortage of attendance in aggregate up to 10% (65% and above and below 75%) in each semester for genuine medical reasons and shall be approved by a committee duly appointed by the college. A fee stipulated by the college shall be payable towards condonation of shortage of attendance. However the number of condonations is restricted to two for the entire course.

(iii) A student who is short of attendance in a semester may seek re-admission into that semester when offered next time within 4 weeks from the date of commencement of class work.

(iv) If any candidate fulfils the attendance requirement in the present semester, he shall not be eligible for re-admission into the same semester.

6. COURSE PATTERN:

- (i) The entire course of study is of two academic years and every year will have TWO Semesters.
- (ii) A student is eligible to appear for the end examination in a subject, but absent for it or has failed in the end examinations may appear for that subject in supplementary examinations, when conducted next.
- (iii) When a student is detained due to shortage of attendance, he may be re-admitted in to the same semester/year in which he has been detained.

7. METHOD FOR AWARDING OF GRADE POINTS FOR A SUBJECT:

Theory/ Laboratory / Comprehensive viva/ Project (% of marks in a subject)	Corresponding Grade Points	Letter Grade
91 - 100	10	O (Outstanding)
81 - 90	9	E (Excellent)
71 - 80	8	A (Very Good)
61 - 70	7	B (Good)
51 - 60	6	P (Pass)
< 50	0	F (Fail)

8. Criteria for award of grades/division.

8.1.a Calculation of Semester Grade Point Average (SGPA)* for semester

The performance of each student at the end of each semester is indicated in terms of SGPA. The SGPA is calculated as given below:

$$SGPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where CR = Credits of a subject

GP = Grade Points awarded for a subject

*SGPA is calculated for a candidate who passed all the subjects in that semester.

8.1.b Calculation of Cumulative Grade Point Average (CGPA) for Entire Program:

The CGPA is calculated as given below:

$$CGPA = \frac{\sum(CR \times GP)}{\sum CR}$$

Where CR = Credits of a subject

GP = Grade Points awarded for a subject

- The SGPA and CGPA shall be rounded off to 2 decimal point and reported in the transcripts.
- Equivalent percentage = $(CGPA - 0.75) \times 10$

8.2 Award of Division:

After satisfying the requirements prescribed for the completion of the program, the student shall be eligible for the award of MBA Degree and shall be placed in one of the following classes:

CGPA	Class
≥ 7.75	First Class with Distinction (with no subject failures)
≥ 6.75	First Class (with subject failures)
≥ 5.75 & < 6.75	Second Class
< 5.75	Pass Class

9. RECOUNTING /REVALUATION:

1. Student can submit the application for recounting / revaluation, along with the prescribed fee for recounting / revaluation of his answer script(s) of theory subject(s) as per the notification issued by the Controller of Examinations.
2. The Controller of Examinations shall arrange for recounting / revaluation of such answer script(s).
3. An External examiner, other than the first examiner shall recount / reevaluate the answer script(s).

10. MANDATORY NON-CREDIT COURSES

A student is required to take up Non-Credit/mandatory courses, viz. Advanced Communication Skills, NSS, Sports & Games etc., as and when the courses are offered. The degree shall only be awarded if a student gets satisfactory grade in each of the mandatory non-credit courses besides acquiring 90 credits of the MBA degree course.

11. MINIMUM INSTRUCTION DAYS:

The minimum instruction days for each semester shall be 90 working days.

12. WITHHOLDING OF RESULTS

If the student has not paid the dues, if any, to the college or if any case of indiscipline is pending against him, the result of such student will be kept withheld. His degree will be withheld in such cases.

13. TRANSITORY REGULATIONS

Discontinued or detained candidates are eligible for readmission as and when next offered. A candidate, who is detained or discontinued in a semester, on readmission shall be required to do all the subjects in the curriculum prescribed for the batch of students in which the student joins subsequently. However, exemption will be given to those candidates who have already passed such subjects in the earlier semester(s) he was originally admitted into and substitute subjects are offered in place of them as decided by the Board of Studies. However, the decision of the Board of Studies will be final.

13.1 A student who is following JNTUK curriculum and detained due to shortage of attendance at the end of the first semester of first year shall join the autonomous batch of first year first semester. Such students shall study all the subjects prescribed for the batch in which the student joins and considered on par with regular candidates of Autonomous stream and will be governed by the autonomous regulations.

13.2 A student who is following JNTUK curriculum, detained due to shortage of attendance at the end of the second semester of first year or at the subsequent semesters shall join with the autonomous batch in the appropriate semester. Such candidates shall be required to pass in all the subjects in the program prescribed by the Board of Studies concerned for that batch of students from that semester onwards to be eligible for the award of degree. However, exemption will be given in the subjects of the semester(s) of the batch which he had passed earlier and substitute subjects will be offered in place of them as decided by the Board of Studies. The student has to clear all his backlog subjects up to previous semester by appearing for the supplementary examinations conducted by JNTUK for the award of degree will be sum of the credits up to previous semester under JNTUK regulations and the credits prescribed for the semester in which a candidate seeks readmission and subsequent semesters under the autonomous stream. The class will be awarded based on the academic performance of a student in the autonomous pattern.

MALPRACTICES RULES

DISCIPLINARY ACTION FOR / IMPROPER CONDUCT INEXAMINATIONS

- The Principal shall refer the cases of Malpractices in Internal Assessment Test and Semester end examinations to a malpractice prevention committee constituted by him for the purpose. Such committee shall follow the approved levels of punishment. The Principal shall take necessary action against the students based on the recommendations of the committee.
- Any action by the candidate trying to get undue advantage in the performance or trying to help another, or derive the same through unfair means is punishable according to the provisions contained hereunder:

	Nature of Malpractices/ Improper conduct	Punishment
	<i>If the candidate:</i>	
1(a)	Possesses or keeps accessible in examination hall, any paper, note book, programmable calculators, Cell phones, pager, palm computers or any other form of material concerned with or related to the subject of the examination (theory or practical) in which he is appearing but has not made use of (material shall include any marks on the body of the candidate which can be used as an aid in the subject of the examination).	Expulsion from the examination hall and cancellation of the performance in that subject only.
1(b)	Gives assistance or guidance or receives it from any other candidate orally or by any other body language methods or communicates through cell phones with any candidate or persons in or outside the exam hall in respect of any matter.	Expulsion from the examination hall and cancellation of the performance in that subject only of all the candidates involved. In case of an outsider, he will be handed over to the police and a case is registered against him.

2.	Has copied in the examination hall from any paper, book, programmable calculators, palm computers or any other form of material relevant to the subject of the examination (theory or practical) in which the candidate is appearing.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The Hall Ticket of the candidate is to be cancelled and sent to the college.
3.	Impersonates any other candidate in connection with the examination.	The candidate who has impersonated shall be expelled from examination hall. The candidate is also debarred and forfeits the seat. The performance of the original candidate, who has been impersonated, shall be cancelled in all the subjects of the examination (including practical's and project work) already appeared and shall not be allowed to appear for examinations of the remaining subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat. If the imposter is an outsider, he will be handed over to the police and a case is registered against him.
4.	Smuggles in the Answer book or additional sheet or takes out or arranges to send out the question paper during the examination or answer book or additional sheet, during or after the examination.	Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.
5.	Uses objectionable, abusive or offensive language in the answer paper or in letters to the examiners or writes to the examiner requesting him to award pass marks.	Cancellation of the performance in that subject.

6.	<p>Refuses to obey the orders of the Chief Superintendent/Assistant – Superintendent /any officer on duty or misbehaves or creates disturbance of any kind in and around the examination hall or organizes a walk out or instigates others to walk out, or threatens the officer-in charge or any person on duty in or outside the examination hall of any injury to his person</p> <p>or to any of his relations whether by words, either spoken or written or by signs or by visible representation, assaults the officer-in-charge, or any person on duty in or outside the examination hall or any of his relations, or indulges in any other act of misconduct or mischief which result in damage to or destruction of property in the examination hall or any part of the college campus or engages in any other act which in the opinion of the officer on duty amounts to use of unfair means or misconduct or has the tendency to disrupt the orderly conduct of the examination.</p>	<p>In case of students of the college, they shall be expelled from examination halls and cancellation of their performance in that subject and all other subjects the candidate(s) has (have) already appeared and shall not be permitted to appear for the remaining examinations of the subjects of that semester/year. The candidates also are debarred and forfeit their seats. In case of outsiders, they will be handed over to the police and a police case is registered against them.</p>
7.	<p>Leaves the exam hall taking away answer script or intentionally tears of the script r any part thereof inside or outside the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of performance in that subject and all the other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred for two consecutive semesters from classwork and all college examinations. The continuation of the course by the candidate is subject to the academic regulations in connection with forfeiture of seat.</p>
8.	<p>Possess any lethal weapon or firearm in the examination hall.</p>	<p>Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that' semester/year. The candidate is also debarred and forfeits the seat.</p>
9.	<p>If student of the college, who is not a candidate for the particular examination or any person not connected with the college indulges in any</p>	<p>Student of the college expulsion from the examination hall and cancellation of the performance in that subject and all</p>

	malpractice or improper conduct mentioned in clause 6 to 8.	other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year. The candidate is also debarred and forfeits the seat. Person(s) who do not belong to the college will be handed over to police and, a police case will be registered against them.
10.	Comes in a drunken condition to the examination hall.	Expulsion from the examination hall and cancellation of the performance in that subject and all other subjects the candidate has already appeared including practical examinations and project work and shall not be permitted for the remaining examinations of the subjects of that semester/year.
11.	Copying detected on the basis of internal evidence, such as, during valuation or during special scrutiny.	Cancellation of the performance in that subject and all other subjects the candidate has appeared including practical examinations and project work of that semester/year examinations.
12.	If any malpractice is detected which is not covered in the above clauses 1 to 11 shall be reported to the college for further action to award suitable punishment.	

OTHER MATTERS:

1. Physically challenged candidates who have availed additional examination time and a scribe during their UG / ICET examinations will be given similar concessions on production of relevant proof / documents.
2. The Principal shall deal in an appropriate manner with any academic problem which is not covered under these rules and regulations, in consultation with the Heads of the departments and subsequently such actions shall be placed before the Academic Council for ratification. Any emergency modification of regulation, approved in the meetings of the Heads of the departments shall be reported to the Academic Council for ratification.

GENERAL:

1. The academic council may, from time to time, revise, amend or change the regulations, schemes of examinations and / or syllabi.
2. Wherever the words "he" "him" "his", occur in the regulations, they include "she", "her", "hers".
3. The academic regulation should be read as a whole for the purpose of any interpretation.
4. In the case of any doubt or ambiguity in the interpretation of the above rules, the decision of the principal is final.

NARASARAOPETA ENGINEERING COLLEGE (AUTONOMOUS)
DEPARTMENT OF MASTER OF BUSINESS ADMINISTRATION
COURSE STRUCTURE

IMBA- I SEMESTER

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Principles and Practice of Management	3	1	-	40	60	100	3
2	Managerial Economics	3	1	-	40	60	100	3
3	Accounting for Managers	3	1	-	40	60	100	3
4	Managerial Communication & Soft Skills	3	1	-	40	60	100	3
5	Business Environment	3	1	-	40	60	100	3
6	Quantitative Analysis for Business Decision	3	1	-	40	60	100	3
7	IT-Workshop	-	-	4	40	60	100	2
8	Verbal Ability (MC)	2	-	-	-	-	-	-
TOTAL		20	6	4	280	420	700	20

IMBA- II SEMESTER

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Financial Management	3	1	-	40	60	100	3
2	Human Resource Management	3	1	-	40	60	100	3
3	Marketing Management	3	1	-	40	60	100	3
4	Production and Operations Management	3	1	-	40	60	100	3
5	Organisational Behaviour	3	1	-	40	60	100	3
6	E-Business(ERP & e-commerce)	3	1	-	40	60	100	3
7	Business Lab	-	-	4	-	50	50	2
8	Quantitative Aptitude & Reasoning-I (MC)	2	-	-	-	-	-	-
9	Sports (MC)	-	-	2	-	-	-	-
TOTAL		20	6	6	240	410	650	20

II MBA - III SEMESTER

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Corporate Laws	3	1	-	40	60	100	3
2	Strategic Management	3	1	-	40	60	100	3
3	Business Research Methodology	3	1	-	40	60	100	3
4	Elective –I	3	1	-	40	60	100	3
5	Elective –II	3	1	-	40	60	100	3
6	Elective –III	3	1	-	40	60	100	3
7	Elective –IV	3	1	-	40	60	100	3
8	Quantitative Aptitude & Reasoning-II (MC)	2	-	-	-	-	-	-
9	Sports (MC)	-	-	2	-	-	-	-
TOTAL		23	7	2	280	420	700	21

II MBA - IV SEMESTER

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Cost & Management Accounting	3	1	-	40	60	100	3
2	Entrepreneurship Development	3	1	-	40	60	100	3
3	Business Ethics and Values	3	1	-	40	60	100	3
4	Elective –V	3	1	-	40	60	100	3
5	Elective –VI	3	1	-	40	60	100	3
6	Elective –VII	3	1	-	40	60	100	3
7	Elective –VIII	3	1	-	40	60	100	3
8	Comprehensive Viva-Voce	-	-	-	100	-	-	4
9	Major Project	-	-	-	-	-	-	4
10	NSS (MC)	-	-	2	-	-	-	-
11	Advanced Communication Skills (MC)	2	-	-	-	-	-	-
TOTAL		23	7	2	380	420	700	29

Duel Electives:

The elective papers will be offered in the areas of Marketing, Finance and Human Resource Management (HRM). The students should choose any **Two** of the following **elective areas** in the beginning of the third semester of MBA. Specialization will be offered subject to a minimum of 30 students.

ELECTIVE-I: MARKETING

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Customer Relationship Management & CB/Event Marketing	3	1	-	40	60	100	3
2	Retail Marketing/ Brand Management	3	1	-	40	60	100	3
3	Rural Marketing/ Product Management	3	1	-	40	60	100	3
4	Service Marketing/Advertising Management	3	1	-	40	60	100	3

ELECTIVE-II: FINANCE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Investment and Portfolio Management/Corporate Taxation	3	1	-	40	60	100	3
2	Banking & Insurance/Personal Financial Planning	3	1	-	40	60	100	3
3	Financial Risk Management & Derivatives/Financial Institutions & Services	3	1	-	40	60	100	3
4	International Financial Management/ Strategic Investment and Financial Derivatives	3	1	-	40	60	100	3

ELECTIVE-III: HRM

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Management of IR/Employee Engagement & Retention Management	3	1	-	40	60	100	3
2	Compensation and Reward Management/Performance Management	3	1	-	40	60	100	3
3	Leadership Management/Human Resource Development	3	1	-	40	60	100	3
4	Industrial Jurisprudence & Labour Legislations/ International HRM	3	1	-	40	60	100	3

I MBA I SEMESTER

I MBA- I SEMESTER COURSE STRUCTURE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Principles and Practice of Management	3	1	-	40	60	100	3
2	Managerial Economics	3	1	-	40	60	100	3
3	Accounting for Managers	3	1	-	40	60	100	3
4	Managerial Communication & Soft Skills	3	1	-	40	60	100	3
5	Business Environment	3	1	-	40	60	100	3
6	Quantitative Analysis for Business Decision	3	1	-	40	60	100	3
7	IT-Workshop	-	-	4	40	60	100	2
8	Verbal Ability (MC)	2	-	-	-	-	-	-
TOTAL		20	6	4	280	420	700	20

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
PRINCIPLES AND PRACTICE OF MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Know the Management concepts and functions.

CO2: Apply the concepts of planning, decision making.

CO3: Define organisation and discuss the delegation of authority, decentralisation and departmentation in real life situations.

CO4: Evaluate the global context for taking managerial actions of staffing.

CO5: Analyse the various functions under the concept of staffing.

CO6: Understand the application of controlling principles and practices, Ethics and corporate social responsibility.

SYLLABUS:

UNIT-I

Management : Definition, Nature, Scope and Importance, Science, Art, Profession, Managerial roles and functions, Management skills, Evolution of management thought, early contributions, modern approaches, levels of management, challenges of manage, management Vs Administration.

UNIT-II

Planning : Nature and Importance of planning, - Principles – Steps in planning – Types of planning, Barriers to effective planning – Planning premises, - Forecasting techniques- Decision making role – Significance – Process of Decision making – techniques – MBO.

UNIT-III

Organizing: Concept, Nature, Principles, Theories of organization, Organisational structure basis, Departmentation, Span of management, power, Authority and Responsibility Relationship, Delegation, Centralization and decentralization of Authority.

UNIT-IV

Staffing: Concept, Factors of Staffing, Man power planning, process, Concept of job Analysis, Job rotation and Evaluation recruitment and Selection, Training and Development, Performance Appraisal.

UNIT-V

Directing: Fundamentals, Principles, Motivation and its theories, Leadership and theories, Styles, Communication, Concept, Process and types, Barriers, Essentials of Effective communication.

UNIT-VI

Controlling : Concepts, Steps, Design of effective control System, Types of Controlling Techniques, Co-ordination types and principles, Ethical Issues in Management, corporate Social Responsibility.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Dr.P.SubbaRao and Prof. N.SambasivaRao:”**Management and organizational Behaviour- (Text and Cases)**”, HimalayaPublishing House, Mumbai.
2. J S Chandan: “**Management Theory and Practice**”, Vikas Publishing House Limited, 2009.
3. Gupta R S, Sharma B D Bhalla N S: “**Principles and Practice ofManagement**”, Kalyani Publications, Hyderabad, 2008.

REFERENCES:

1. Koonz, Weihrich and Aryasri: “**Principles of Management**”, Tata McGraw Hill, 2004.
2. William, Tripathy: “**MGMT (including instructor recourses)**”, Cengage Learning, New Delhi, 2013.
3. Griffin, Moorhead: “**Managing OrganisationalBehaviour**”, Cengage Learning, New Delhi.2013.
4. Jerald Greenberg and Robert A Baron: “**Behavior inOrganizations**”, PHI Learning Private Limited, New Delhi, 2009.
5. Mullins, Laurie: “**Management and OrganisationalBehaviour**”, Pearson Education, New Delhi, 2013
6. Jennifer M.George and Gareth R. Jones: “**Understanding andManaging Organizational Behavior**”, Pearson Education, NewDelhi, 2009.
7. Meenakshi Gupta: “**Principles of Management**”, PHI Private Limited, New Delhi, 2009.
8. Anil Bhat, Arya Kumar: “**Management**”, Oxford University, New Delhi, 2008.
9. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
10. K.Aswathappa: “**Organizational Behavior-Text, Cases andGames**”, Himalaya Publishing House, New Delhi, 2008,
11. PareekUdai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
MANAGERIAL ECONOMICS							

COURSE OUTCOMES: The student is able to

CO1: Describe the importance of managerial economics and its contribution to decision making in different types of business organizations by the managerial economist.

CO2: Understand the basic principles of managerial economics.

CO3: Apply demand analysis concept in the real life business situations.

CO4: Understand the meaning and usefulness of the production function and cost function in analysing the firm's production activity.

CO5: Understand the importance of cost function in analysing the profitability of business.

CO6: Appraise the market structure and different types of markets and pricing policies.

SYLLABUS:

UNIT -I

Introduction to Managerial Economics: Types of Business Organizations-Definition, Approaches to Managerial Economics- wealth, welfare and scarcity approaches-Nature and Scope of Managerial Economics, Relationship with other areas of Economics, Role of managerial economist.

UNIT –II

Fundamentals of Economic Principles: Managerial theories of firm, basic economic principles- the opportunity cost, incremental concept, scarcity, marginalism, Equi-marginalism, time Perspective, Discounting Principle, Risk & uncertainty.

UNIT –III

Demand Analysis: Elasticity of demand, types and significance of Elasticity of Demand - Measurement of price Elasticity of Demand – Need for Demand forecasting, forecasting techniques, Law of Supply, Elasticity of Supply.

UNIT -IV

Production Analysis: Production function, Marginal Rate of Technical Substitution, Production functions with one/two variables, Cobb-Douglas Production Function, Returns to Scale and Laws of returns.

UNIT-V

Cost theory and estimation: Cost concepts, determinants of cost, cost – output relationship in the short run and long run – Modern development in cost theory – Saucer shaped short – run Average cost curves – Average total cost curve – Cost - Volume – Profit analysis

UNIT-VI

Market Structure and Pricing practices: Features and Types of different Markets – Price-Output determination in Perfect competition, Monopoly, Monopolistic competition and Oligopoly both in the long run and short run. Pricing methods in practice.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Mithani D M: ‘**Managerial Economics**’, Himalaya Publishing House, Mumbai, 2008.
2. Varshney, R.L and Maheswari, K L: ‘**Managerial Economics**’, Sultan Chand and Sons, New Delhi, 2002.

REFERENCES:

1. Paul, Koushil: ‘**Managerial Economics**’, Cengage Learning, New Delhi,
2. Siddiqui S A, Siddiqui A S: ‘**Managerial Economics**’, and Financial Analysis”, New Age International Publishers, New Delhi, 2008.
3. Vanita Agarwal: ‘**Managerial Economics**’, Pearson, New Delhi, 2013.
4. Dominick Salvatore: ‘**Managerial Economics**’, Oxford University Press, New Delhi, 2010.
5. D.L. Ahuja: ‘**Managerial Economics**’, S. Chand & Company ltd, New Delhi-55.
6. O’Sullivan, Sheffrin, Perez “Micro Economics: Principles, Applications and Tools”, Pearson Education.
7. Dwivedi D N: ‘**Managerial Economics**’, Vikas Publishing House Private Limited, New Delhi, 2009.
8. S.B. Srivastava: ‘**Engineering and Managerial Economics**’, SCITECH Publication, New Delhi.
9. Atmanand: ‘**Managerial Economics**’, Excel Publications. New Delhi, 2012.
10. Narayanan Nadar E, Vijayan S: ‘**Managerial Economics**’, PHI Private Limited, New Delhi, 2009.
11. Hirschey: ‘**Managerial Economics**’, Cengage Learning, New Delhi, 2013.
12. P.N.Chopra: ‘**Managerial Economics**’, Kalyani Publications, New Delhi, 2011.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
ACCOUNTING FOR MANAGERS							

COURSE OUTCOMES: The student is able to

- CO1: Understand the basic knowledge of accounting, bookkeeping, accounting Principles, accounting cycle.
- CO2: Apply the concepts of journal, ledger and final accounts in preparation of financial statements of business.
- CO3: Identify the nature of expenditure and revenue; evaluate the role of accounting policies like depreciation, inventory valuation and accounting standards.
- CO4: Understand financial analysis and apply technique of ratio analysis.
- CO5: Evaluate the concepts of funds flow analysis and cash flow analysis in estimating financial position of the business.
- CO6: Analyse the various contemporary issues in accounting.

SYLLABUS:

UNIT-I

Introduction to Accounting: Definition Of Accounting, Accounting Cycle, Significance Of Accounting, Objectives Of Accounting, Accounting Equation, Users Of Accounting Information, Accounting Principles, Accounting Concept And Conventions (GAAP)

UNIT-II

Books of original entry: Journal- Ledger- Final Accounts with Simple Adjustments

UNIT-III

Measuring Business Income, Distinctions Between Capital And Revenue, Matching Revenue And Expenditure, Role Of Accounting Policies Like Depreciation And Inventory Valuation. Accounting standards –IAS- IFRS.

UNIT-IV

Financial Statement Analysis- Scope and Preparation of Financial Statement Analysis- ratio analysis-liquidity, activity, structural and leverage and profitability ratios. Significance and limitations of ration analysis (problems)

UNIT-V

Funds flow analysis- concepts of funds, ascertaining funds from operations , sources of funds, uses of funds- preparation and analysis of funds flow statement and cash flow statements (problems).

UNIT-VI

Contemporary Issues In Accounting: Inflation Accounting, Human Resource Accounting, Computerized Accounting, Responsibility Accounting, Zero Based Budgeting.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. VijayaKumar.P, Ravindra P.S., Kiran Kumar V: “**Accountingfor Managers**”, Himalaya Publishing House, New Delhi, 2013
2. Dr.JawaharLal: “**Accounting for management**”, Himalaya Publishing house, NewDelhi, 2012.
3. G. Prasad, “Accounting for Manager”, Jai Bharat Publications, Guntur, 2013.

REFERENCES:

1. Shankarnarayana, Ramanath: “**Finanacial Accounting forManagement**”, Cengage Learning, New Delhi.
2. Ramachandran N, RamKumarKakani: **Financial Accountingfor Management**”, McGraw Hill – 2013.
3. Maheshwari, Maheashwari and Maheshwari, “**FinancialAccounting**”, Vikas publishing House, New Delhi,2013
4. AmberishGupta:”**Financial Accounting for Management**”, Pearson Education, 2012.
5. Paresh Shah: “**Financial accounting for management**”, Oxford University press, New Delhi, 2013.
6. Asish K. Bhattacharyya: “**Essentials of FinancialAccounting**”, PHI Learning, New Delhi, 2012.
7. Dr.V.R.Palanivelu: “**Accounting for Management**”. University Science Press, New Delhi, 2009.
8. Ashok Banerjee: “**Financial Accounting**”, a managerial Emphasis, Excel books, New Delhi, 2012.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
MANAGERIAL COMMUNICATIONS & SOFT SKILLS							

COURSE OUTCOMES: The student is able to

- CO1: Understand the basic concepts, scope, process and challenges of communication.
- CO2: Distinguish between different types of communication and its importance and implication strategies.
- CO3: Interpret different forms of effective internal and external business correspondence.
- CO4: Develop presentation skills.
- CO5: Adapt report writing skills of different types on need basis.
- CO6: Analyse the emerging issues in communication with respect to the impact of technology and soft skills etc.

SYLLABUS:

UNIT-I

Communication- definition- objectives-nature and scope- process of communication- media of communication, written, oral, audio-visual communication-Silence-developing LSR communication- problems and challenges of communication.

UNIT-II

Formal and informal communication- models of inter personal communication- Intra personal communication, Exchange theory- verbal and non-verbal communication.

UNIT-III

Significance of business correspondence- essentials of business correspondence- business letters and forms- telephone communication- uses of technology in communication.

UNIT-IV

Presentation skills- techniques of presentation- types of presentation- formal and informal presentation- Interview techniques- communication etiquettes.

UNIT-V

Report writing- meaning and significance- structure of reports- types of reports-formal and informal reports-essentials of good report writing.

UNIT-VI

Emerging issues in communication- yesterday, today and tomorrow,-Impact of technology-BPO- call centers-soft skills- ethical dimension- communication policies- communication change management.

Relevant cases have to be discussed in each UNIT and in examination case is compulsory from any UNIT.

Text Books:

1. Kuberudu B and Srinivasa Krishna K: “**Business Communication and Soft Skills**”, Excel Books, 2008.
2. Urmilarai, “**Business Communications**”, Himalya Publications, 2011.

REFERENCES:

1. MallikaNawal: “Business Communication”, Cengage Learning, New Delhi, 2012.
2. Meenakshi Rama: “**Business Communication**”, Oxford University Press, New Delhi
3. C.S.G. Krishnamacharyulu and Dr.LalithaRamakrishnan, Business Communication, Himalaya Publishing House, Mumbai
4. Paul Turner: “**Organisational Communication**”, JAICO Publishing House, New Delhi.
5. SathyaSwaroopDebasish, Bhagaban Das” “**BusinessCommunication**”, PHI Private Limited, New Delhi, 2009.
6. R.K.Madhukar: “**Business Communication**”, Vikas Publishing House, New Delhi, 2012.
7. Kelly M Quintanilla, Shawn T.Wahl:”**Business and ProfessionalCommunication**”, SAGE, New Delhi, 2012.
8. Sangita Mehta, NeetyKaushish: “**Business Communication**”, University Science Press, New Delhi, 2010.
9. Anjali Ghanekar: “**Business Communication Skills**”, Everest Publishing House, New Delhi, 2011.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
BUSINESS ENVIRONMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the nature and basic concepts of business environment and its components.

CO2: Analyse the structure of Indian economy.

CO3: List the components of fiscal policy and analyse balance of payments.

CO4: Evaluate different trade related policies like WTO, GATS, TRIMS and TRIPS.

CO5: Understand the environmental laws and consumer protection act 1985.

CO6: Analyse the codes and laws relating to corporate governance.

SYLLABUS:**UNIT – I**

Business Environment: Importance at national and international level – problem and challenges – factors both internal and external influencing business environment. Industrial policies since independence and their significance – regulatory and promotional framework – Five – year plans and their importance.

UNIT – II

Structure of Indian economy – Nature and Significance – Economic Systems – Structure of Indian industry – Economic reforms in various sectors – nature – Challenges – Social justice – Disinvestment mechanism – Problems and procedures – Sickness in Indian industry, Competition Act 2002.

UNIT – III

Fiscal Policy: nature and significance – public revenues – expenditure – Debt, development activities allocation of funds – critical analysis of the recent fiscal policy of Government of India. Balance of payments: Nature – structure – major components – causes for disequilibrium in balance of payments – correction measures.

UNIT – IV

India's Trade policy: Nature – Magnitude and direction of Indian international trade – problems – bilateral and multilateral trade agreements. International business environment: Nature – significance – challenges and mechanisms. WTO: Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism – dumping and antidumping measures.

UNIT – V

Legal Frame work: Special features of the SICA (special provisions) 1985, BIFR, Consumer protection act 1986, Environmental laws (pertaining to the control and prevention of Air and Water pollution) and the Essential Commodities Act 1955.

UNIT –VI

Corporate Governance – Codes and laws – Sarbanes-Oxley Act- committees on corporate governance- Role and functions of Chairman and Managing Director –m Audit committee – remuneration committee – Business ethics – objectives – nature – Relationship between business ethics and business.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. Aswathappa K: “**Essentials of Business Environment**”, Himalaya Publishing House, New Delhi, 2011.
2. Francis Cherunilam: “**Business Environment-Text and Cases**”, Himalaya Publishing House, Mumbai.

REFERENCES:

1. ShaikhSaleem: “**Business Environment**”, Pearsons, New Delhi,
2. VeenaKeshavPailwar: “**Economic Environment of Business**”, PHI Learning, New Delhi, 2012
3. Rosy Joshi, SangamKapoor: “**Business Environment**”, Kalyani Publishers, New Delhi, 2011.
4. Vivek Mittal: “**Business Environment Text and Cases**”, Excel Books New Delhi, 2011.
5. Sundaram and Black: “**International Business Environment Text and Cases**”, PHI Private Limited, New Delhi.
6. Avid W Conklin: “**Cases in Environment of Business**”, Sage Publication India Private Ltd, New Delhi.
7. Raj Kumar: “**International Business Environment**”, Excel Publication, New Delhi, 2012.
8. Palle Krishna Rao: “**WTO-Text and Cases**”, Excel Publication, New Delhi.
9. Government of India, **Latest Economic Survey Report**.

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
QUANTITATIVE ANALYSIS FOR BUSINESS DECISIONS							

COURSE OUTCOMES: The student is able to

- CO1: Apply Mathematical techniques like elementary operations on matrices, regression analysis, and probability distribution in problem solving.
- CO2: Identify and apply linear programming techniques in finding optimal solutions.
- CO3: Apply Game theory in finding solutions with saddle point and without saddle point.
- CO4: Apply different techniques like least cost, matrix minima Vogel’s method in finding the optimal solutions of transportation and assignment problems.
- CO5: Solve replacement problem and identify the replacement of items with time.
- CO6: Select PERT and CPM models for Network analysis, resources analysis and allocations.

SYLLABUS:

UNIT-I

BASIC MATHEMATICAL TECHNIQUES: Matrices, Elementary operations of matrices. Measures of Central Tendency, Measures of Dispersion, Simple Correlations and Regression Analysis. Permutations and combinations, Probability Rules, Conditional probability, Baye’s theorem, probability Distributions, Binomial, Poisson, Normal Probability Distributions.

UNIT-II

LINEAR PROGRAMMING: Introduction, Linear Programming, General statement of Linear Programming Problems, Solution to linear programming problems- Graphic Method, Some special cases. Simplex Method, Solution of Maximisation Problems, Solution to Minimisation Problems. Big-M Method.

UNIT-III

GAME THOERY: Introduction, Two Person Zero-Sum Games, Pure Strategies, Games with Saddle point, mixed strategies, Rules of dominance, Solution Methods of Games without Saddle point, Algebraic, Matrix and arithmetic methods.

UNIT-IV

TRANSPORTATION MODELS: Introduction, Mathematical formulation, Definitions, Optimal solutions: North-West Corner Rule, Least Cost or Matrix Minima method, Vogel’s approximation Method (VAM), Optimality Test: MODI method.

ASSIGNMENT PROBLEMS: Definition, Mathematical Formulation of an Assignment Problem, Difference between Transportation and Assignment problems, Hungarian Method Procedure, Unbalanced Assignment Problem, Travelling Salesman Problem.

UNIT-V

REPLACEMENT MODELS: Introduction, Replacement of items that deteriorate with time, Replacement of items that fail suddenly, Staff Replacement.

UNIT-VI

& C.P.M Models: Introduction, PERT & CPM Network, Networks analysis, Resource analysis and allocation, Programme Evaluation and review Technique(PERT) Difference between PERT AND CPM.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. N.D. Vohra, "Quantitative techniques in management", TataMcGraw Hill private Limited, New Delhi, 2011.
2. Sancheti, Dc and VK Kapoor, "Business Mathematics", S. Chand and Sons, New Delhi.
3. Anand Sharma, "Quantitative Techniques for Decision Making", Himalaya Publishers, New Delhi, 2012.

REFERENCES

1. N.D.Vohra: "*Quantitative Techniques in Management*", Tata-McGraw Hill Private Limited, New Delhi, 2011.
2. J. K. Sharma, "*Operations Research: Theory and Applications*", Macmillan Gupta S.P: "*Statistical Methods*", S. Chand and Sons, New Delhi,
3. Anand Sharma: "*Quantitative Techniques for Business decisionMaking*", Himalaya Publishers, New Delhi,2012;
4. D P Apte: "*Operation Research and Quantitative Techniques*", Excel Publication, New Delhi, 2013
5. Hamdy, A.Taha: "*Operations Research: An Introduction*", Prentice-Hall of India, New Delhi 2003.
6. Anderson: "*Quantitative Methods for Business*", Cengage Learning, New Delhi 2013
7. Sancheti, Dc & VK Kapoor, "*Business Mathematics*", S Chand and Sons, New Delhi
8. R.B.Khanna: "*Quantitative Techniques for Managerial Decision*", PHI Learning, New Delhi, 2012.
9. Keller, G, "*Statistics for Management*", 2009, 1st Ed, Cengage Learning.
10. Amir D. Aczel and JayavelSunderpandian, "*Complete BusinessStatistics*", TMH,
11. C.R.Kothari: "*Quantitative Techniques*", Vikas Publishing House, New Delhi, 2010
12. L.C.Jhamb: "*Cases and Problems in Quantitative Techniques*", Everest Publishing House, New Delhi,

I MBA-I-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	0	0	4	40	60	100	2
IT-WORKSHOP							

COURSE OUTCOMES: The student is able to

CO1: Design and perform documentation.

CO2: Understand the basics of hardware, software and components of computer system.

CO3: Apply the knowledge of computer in social networking.

CO4: Create and use spread sheets with macros, charts and filters.

CO5: Create presentations with animations, auto slide transition.

CO6: Configure Wi-Fi of laptop/tab/mobile to access.

Exercise-I

Introduction to Computer Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Input-output Devices, Types of software – Software: its nature and qualities — Windows Operating System Functions .

Exercise-II

Hardware, Software, Operating Systems, Printer, Scanner, Pen drive, DVD, Web cam. File Sharing, Device Sharing, Blue Tooth, WI-FI, Internet, Web site, Domain, Search- Engine. Dos commands.

Exercise-III

Electronic mail, Outlook Configuration, Skype, Hangouts, Facebook, Twitter, (Social Networks), Cloud Storage (Google drive, one drive), Mobile Tablets, Laptops, Mobile Apps.

Exercise-IV

MS Office- Applications of MS Word in Business Correspondence: letters, tables, mail merge, labels.

Exercise-V

Applications of MS Excel: Graphs and Charts – Calculation of various financial functions - Ms Access: Tables and Queries.

Exercise-VI

MS Power Point: Introduction – Toolbar, their Icons and Commands – Navigating in Power point - Creation of slides, animation, and templates - Designing Presentations – Slide show controls – Making notes on Pages and Handouts – Printing Presentations – Customizing Presentations - Auto content Wizard.

TEXT BOOKS:

1. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi.
2. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.

REFERENCES:

1. Aksoy, Introduction to Information Technology, Cengage, ND.
2. Parameswaran: Computer Application in Business – S Chand, New Delhi.
3. Management Information Systems by MahadeoJaiswal, Monika Mittal, Oxford University Press.
4. PS Gill, Database Management Systems, IK Int Pub House, New Delhi.
5. Management Information Systems by D.P. Goyal, MacMillan Publishers.
6. Sudalaimuthu& Anthony Raj, Computer Applications in Business, Himalaya, Mumbai.

I MBA II SEMESTER

I MBA- II SEMESTER COURSE STRUCTURE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Financial Management	3	1	-	40	60	100	3
2	Human Resource Management	3	1	-	40	60	100	3
3	Marketing Management	3	1	-	40	60	100	3
4	Production and Operations Management	3	1	-	40	60	100	3
5	Organisational Behaviour	3	1	-	40	60	100	3
6	E-Business(ERP & e-commerce)	3	1	-	40	60	100	3
7	Business Lab	-	-	4	-	50	50	2
8	Quantitative Aptitude & Reasoning-I (MC)	2	-	-	-	-	-	-
9	Sports (MC)	-	-	-	-	-	-	-
TOTAL		20	6	4	240	410	650	20

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
FINANCIAL MANAGEMENT							

COURSE OUTCOMES: The student is able to

- CO1: Understand the basic concepts of Financial Management
- CO2: Comprehend the various methods of Investment Analysis and apply various techniques of capital budgeting.
- CO3: Assimilate the concepts of leverage, capital structure and its effect on the long term survival of the firm.
- CO4: Appraise various methods of computation of cost of capital.
- CO5: Understand the valuation methods of dividends and the dividend policies of Indian corporates.
- CO6: Assess the working capital requirement of a firm and comprehend the nitty-gritty of current assets management.

SYLLABUS:

UNIT -I

The Finance function: Nature -Scope and objective, Profit or Wealth Maximization and EPS Maximization, Evolution of finance function, Role of finance manager, Time value of money, future value of money and the basic valuation models- Risk-return trade off.

UNIT-II

Investment Decision: Investment decision process – Project generation, project evaluation, project selection and project implementation-Project Evaluation techniques-traditional and modern methods, analysis of project evaluation techniques, concept of capital budgeting decision under conditions of risk and uncertainty.

UNIT-III

Capital structure Decisions: Sources of finance - a brief survey of financial instruments. Capital structure vs. financial structure - Capitalisation, financial leverage, operating leverage and composite leverage. EBIT-EPS Analysis, Indifference Point/Break even analysis of financial leverage, Capital structure theories (relevant theories)-case study.

UNIT-IV

Cost of Capital: Concept and measurement of cost of capital, Debt vs. Equity, cost of equity, preference shares, equity capital and retained earnings, weighted average cost of capital and marginal cost of capital. Importance of cost of capital in capital budgeting decisions.

UNIT-V

Dividend Decisions: Dividends and value of the firm - Relevance of dividend theory, Factors determining Dividend Policy-dividends and valuation of the firm-the basic models. Declaration and payment of dividends. Bonus shares. Rights issue, share-splits, Walter Model and Gordon Model.

UNIT-VI

Working Capital Management, components of working capital, gross vs. net working capital, determinants of working capital needs, and the operating cycle approach. Planning of working capital, .Financing of working capital through Bank finance and Trade Credit. Management of current assets – Cash, Receivables and Inventory.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. P.Vijaya Kumar, P.S.Ravindra, V. Kirankumar ”**Financial Management**”, Himalaya Publishing House, New Delhi,2013.
2. G. Sudarshan Reddy, “**Financial Management**”, Himalaya Publishing House, New Delhi,2012.
3. D. Chandra Bose, “**Fundamentals of Financial Management**”, PHI Publications, New Delhi,2012.

REFERENCES:

1. Rajiv Srivastava, Anil Misra: “**Financial Management**”, Oxford University Press, New Delhi,2012
2. Brigham,E.F: “**Financial Management Theory and Practice**”, Cengage Learning, New Delhi, 2013
3. Prasanna Chandra: “**Financial Management Theory and Practice**”, Tata McGrawHill 2011.
4. I.M. Pandey: “**Financial Management**”,Vikas Publishers, New Delhi, 2013.
5. RM Srivastava, Financial Management, Himalaya Publishing house, 4 edition.
6. Khan and Jain: Financial Management, Tata McGraw Hill, New Delhi,
7. Pradip Kumar Sinha: “**Financial Management**”, Excel Books, New Delhi, 2009.
8. A.P.Rao: “**Fundamentals of Financial Management**”. Everest Publishing House, New Delhi.
9. VyuptakeshSharan: “**Fundamentals Financial Management**”, Pearson, New Delhi, 2012.
10. ShashiK.Gupta: “**Financial Services**”, Kalyani Publishers, New Delhi, 2012.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
HUMAN RESOURCE MANAGEMENT							

COURSE OBJECTIVES: The student is able to

CO1: Outline the principles of HRM and also understand the principles of HRM.

CO2: Understand different functions of HR manager.

CO3: Apply the uses of job analysis, job description, job specification, ergonomics in industry and the methods of job evaluation.

CO4: Utilize the various methods of performance appraisal.

CO5: Develop a sound compensation mechanism at global level, determinants of payment of wages and incentive plans.

CO6: Examine the role of trade unions, Grievance Handling Procedures, Industrial Disputes Resolution Mechanisms and stress management at work place.

SYLLABUS:

UNIT -1

Introduction to HRM– Definition & functions – Evolution of HRM – Principles of HRM – Ethical aspects of HRM – Role of Position of HRM. – HRM at global perspective – differences between PM & HRM- Challenges of HRM.

UNIT-2

Investment Perspectives of HRM- HR Planning – Recruitment & Selection – Sources of Recruitment, Selection Procedure – Selection tests – Interview Techniques – Training Methods – Executive development methods. Introduction and placement.

UNIT-3

Job Analysis & Design- Job Analysis- Process of Job analysis – Job description and Job Specification – Flexible Job Enrichment – Job Sharing – Tele Community – Ergonomics – Job Design and Job Evaluation.

UNIT-4

Mechanisms- Importance of Performance Appraisal – Traditional and Modern methods of PA – Latest trends in PA – Compensation concepts – Influence factors – current trends – methods of payment – Compensation mechanisms at Global level.

UNIT-5

Wage and Salary System & Welfare Management- Concept of Wage – Wage Structure – Wage and Salary policies – legal Frame work – determinants of payments of wages – Wage differentials – Incentive payment systems. Welfare Management: Nature and Concepts – Statutory and Non-statutory welfare measures.

UNIT-6

Industrial Relations & Contemporary issues in HRM- Trade Unions – Employee Participation schemes – Grievance handling- Collective bargaining –Industrial Disputes Resolution Mechanisms – Statutory provisions of Industrial safety – Stress Management at Work place – HR Auditing – HRIS methods.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. K Aswathappa: “*Human Resource and Personnel Management*”, Tata McGraw Hill, New Delhi, 2013
2. SubbaRao P: “*Personnel and Human Resource Management-Text and Cases*”, Himalaya Publications, Mumbai, 2013.

REFERENCES:

1. N.SambasivaRao and Dr.Nirmal Kumar: “*Human ResourceManagement and Industrial Relations*”, Himalaya PublishingHouse, Mumbai
2. Mathis, Jackson,Tripathy:”*Human Resource Management:Asouth-Asin Perspective*”, Cengage Learning, New Delhi, 2013
3. MadhurimaLall, SakinaQasimZasidi: “*Human ResourceManagement*”, Excel Books, New Delhi, 2010
4. Muller Camen. Croucher and Leigh: “*Human ResourceManagement- A Case Study Approach*”, JAICO Publishing, Delhi.
5. S.Seetharaman, B.VenkateswaraPrased: “*Human ResourceManagement*”, SCITECH Publication (India) Limited, Hyderabad,2009.
6. Gary Dessler, BijuVrkkey: “*Human Resource Management*”, Pearson Education, New Delhi, 2011
7. Uday Kumar Haldar: “*Human Resource Development*”, Oxford University Press,New Delhi, 2012.
8. NarendarSingh:”*Human Resource Management*”, Universities Press (India) Private Limited, Hyderabad, 2011.
9. B.B.Mahapatro:”*Human Resource Management*”, New Age International Publishers, New Delhi, 2011
- 10.R.S.Dwivedi: “*Human Relations and OrganisationalBehaviour*”, MacMillan Business Books, New Delhi, 2013.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
MARKETING MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the concepts of marketing and importance of marketing information system.

CO2: Know the segmentation, targeting and positioning in marketing.

CO3: Analyse various phases of product life cycle.

CO4: Evaluate various methods of pricing and identify the best pricing strategy.

CO5: Define and evaluate marketing communication strategies.

CO6: Formulate the controlling techniques of marketing.

SYLLABUS:**UNIT –I**

Introduction to Marketing: Needs, Wants, Demands, Products, Exchange, Transactions, Market, Marketing, Production Concept, Product Concept, Sales Concept, Marketing Concept, Societal Marketing Concept, Indian Marketing Environment. Marketing Information System- Internal reporting – Marketing Intelligence, MR and Decision Support System.

UNIT -II

Market Segmentation and Targeting: Identification of Market Segments, - Consumer and Institutional/corporate Clientele - Segmenting Consumer Markets, Segmentation Basis, Selecting Target Markets, Segmentation and Targeting as a Basis for Strategy Formulation. Developing and Communicating a Positioning Strategy. Consumer and organizational behavior.

UNIT -III

Product Strategy: Product Classification – Consumer, Industrial, services, Organisational ideas, places- Levels of product – Core, augmented, actual, New Product Development – Process – Branding – Strategies, Importance, packaging – Strategies- Importance. PLC – stages & strategies.

UNIT –IV

Pricing Strategy: Objectives of pricing, Methods of pricing, Selecting the final price, Adopting price, initiating the price cuts, imitating price increases, Responding to Competitor's price changes.

UNIT-V

Marketing Communication: the communication process , Communication mix, Managing advertising sales promotion , Public relations and Direct Marketing. Sales force Objectives, Sales force structure and size, Sales force Compensation. Managing Advertising, Objectives, Budgets, Messages, Media, Evaluation.

UNIT-VI

Marketing Organization and Control: Evolution of Marketing Department, Organizing the Marketing Department, Marketing Implementation, Control of Marketing Performance, Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. RajanSexena: “**Marketing Management**”, Tata McGraw Hill, New Delhi, 2012.
2. Sontakki C.N.: “**Marketing Management**”. Kalyani Publishers, New Delhi, 2012.

REFERENCES:

1. Lamb, Hair, Sharma: “**MKTG**” Cengage Learning , New Delhi, 2013
2. Phillip Kotler: “**Marketing Management** “, Pearson Publishers, New Delhi, 2013.
3. R.Srinivasan: “**Case Studies in Marketing**”, PHI Learning, New Delhi, 2012
4. Tapan K Pand: “**Marketing Management**”, Excel Books, New Delhi, 2012
5. Paul Baines, Chris Fill, Kelly Page Adapted by Sinha K: “**Marketing**”, Oxford University Press, Chennai, 2013.
6. Arun Kumar, Meenakshi N: “**Marketing Management**”, Vikas Publishing House, New Delhi, 2012.
7. Kenneth E, Clow, Donald Baack: “**Cases in Marketing**”, SAGE ,New Delhi, 2012.
8. Dilip M, Sarwate: “**Indian Cases in MarketingManagement**”, Everest Publishing House, New Delhi,

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
PRODUCTION AND OPERATIONS MANAGEMENT							

COURSE OUTCOMES: The student is able to

- CO1: Understand the basic concepts of production and operations management and identify types of manufacturing processes.
- CO2: Define and explain concept of production planning and control.
- CO3: Decide effective plant location and plant layout.
- CO4: Define strategies to improve productivity.
- CO5: Evaluate purchasing function and inventory management function.
- CO6: Evaluate the quality control system and develop the quality control strategies.

SYLLABUS:

UNIT -I

Introduction: Overview & Definition of production and operations management. Nature and Scope of Production and Operations Management, functions of POM–Role & responsibilities of the production manager, types of manufacturing processes, recent trends and challenges of POM.

UNIT -II

Production Planning and Control: Stages in PPC-functions of PPC – PPC in Mass, Batch, and Job Order Manufacturing- Aggregate planning and Master Scheduling, MRP, CRP, Capacity planning. Maintenance management & Industrial Safety (problems on scheduling).

UNIT –III

Plant Location & Layout Planning- Factors influencing location - types of layouts. Work Design: Method Study and Work Measurement - Work Sampling.

UNIT -IV

Productivity Management: Factors affecting productivity and their measurements- total productivity, tools and techniques for improving productivity - Modern productivity Management Tools: JIT, FMS, CIM, TQM, Kaizen, BRP (Business process reengineering).

UNIT –V

Purchasing & Inventory Management: Purchase function, procedures, economic order quantity, Wilson lot size formula, assumptions in the equation- Inventory Control Methods: ABC, VED, XYZ methods-Inventory valuation methods: periodic and perceptual systems, FIFO, LIFO, Average cost and weighted average cost methods.

UNIT -VI

Quality Management: Basic concepts, dimensions of quality, inspection, deming, juran concepts, quality as cost and quality as profit. Total quality management- Statistical Quality Control: Control charts- exercises- Concept of Quality Assurance: principles of ISO and BIS, ISO standard and certification process 9000-2000, six sigma.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. PannerSelvem: “**Production and Operation Management**”, Prentice Hall of India, NewDelhi, 2012.
2. K.Aswhathappa, K. Shridhara: “**Production & Operation Management**”, Himalaya Publishing House, New Delhi, 2012.

REFERENCES:

1. Ajay K Garg: “**Production and Operation Management**”, TMH, New Delhi, 2012
2. Deepak Kumar Battacharya: “**Production & Operation Management**”, University Press, New Delhi, 2012
3. AlanMuhlemann, JohnOakland, JastiKatyayani: “**Production and Operation Management**”, Pearson, New Delhi, 2013
4. Gagan Deep & Mandeep : “**Production and operations Management**”, Kalyani publishers, New Delhi, 2010
5. UpendraKachru: “**Production and Operations Management**”, Excel Books, New Delhi, 2013.
6. L.C. Jhamb: “**Production and Operations Management**”, Everest Publishing House, New Delhi, 2013.
7. Kaushal: “**Case Studies solutions in Production and Operations Management**”, MacMillan, New Delhi, 2012.
8. P.Ram Murthy: “**Production and Operations Management**”, New Age International Publishers, New Delhi, 2009.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
ORGANISATIONAL BEHAVIOUR							

COURSE OUTCOMES: The student is able to

CO1: Summarize fundamentals of organization and its basic behavioural elements.

CO2: Identify different organisational structures.

CO3: Understand factors of organisational behaviour.

CO4: Measure and evaluate personality with respect to organisational behaviour.

CO5: Awareness on groups and teams and its behaviour.

CO6: Understand and analyses organisational conflicts and create suitable solutions for organisational conflicts.

SYLLABUS:**UNIT-1**

Organisational Behaviour : Definition, Nature, Scope, Importance, Linkages with other social sciences – Foundations perspectives of OB- Models of OB – Individual roles & Organisational Goals.

UNIT-2

Organisational Structure: Concept, Elements, Determinants – Forms of OS, Principles – Organisational climate –concept – Developing a sound climate – Organisational Culture – Implications of OC.

UNIT-3

Individual factors: Individual Differences – Models of Man- Perception -Process – Applications – Learning – Factors – Theories – Applications – Motivation concept – Important elements of a sound Motivation system – Attitudes – concept- Theories – Factors-values.

UNIT-4

Personality – concept- Theories – Determinants – Stages- Johari window- transactional Analysis – Organisational applications of personality – Creativity & Creative Thinking – Interpersonal Conflicts.

UNIT-5

Group Dynamics: Concept of Group, Types of Groups, Theories of Group formation, Group Behaviour, Group norms, Group cohesiveness, Group DM, Group conflicts.

UNIT-6

Organisational conflicts: Goal conflict- Role- Organisational level of conflict – Group level – Conflict Management – Organisational effectiveness – concept – Approaches – Factors – Organisational change,-Nature – Factors – Process- Organisational growth & Change Agents- OD- concept, Process and Techniques.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

Text Books:

1. K.Aswathappa: “**Organizational Behavior-Text, Cases and Games**”, Himalaya Publishing House, New Delhi, 2008.
2. Luthans: “**Organizational Behavior-Text, Cases and Games**” **REFERENCES:**
3. Steven L McShane, Mary Ann Von Glinow, Radha R Sharma: “**Organizational Behavior**”, Tata McGraw Hill Education, New Delhi, 2008.
5. Jerald Greenberg and Robert A Baron: “**Behavior in Organizations**”, PHI Learning Private Limited, New Delhi, 2009.
6. PareekUdai: “**Understanding Organizational Behavior**”, Oxford University Press, New Delhi, 2007.
7. Jai B.P.Sinha: “**Culture and Organizational Behavior**”, Sage Publication India Private Limited, New Delhi, 2008.
8. Sharma VS, Veluri: “**Organizational Behavior**”, JAICO Publishing House, New Delhi, 2009.
9. Slocum,nHelireigel: “**Fundamentals of Organizational Behavior**”, Cengage Learning India, New Delhi, 2009.
10. Jennifer M.George and Gareth R. Jones: “**Understanding and Managing Organizational Behavior**”, Pearson Education, New Delhi, 2009.
11. Schermerhorn, Hunt and Osborn: “**Organizational Behavior**”, Wiley India Limited, New Delhi, 2007.
12. GregoryMoor head, Ricky W.Grif fin: “**Organizational Behavior**”, Biztantra, New Delhi, 2009.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	0	0	4	40	60	100	2
E-BUSINESS							

COURSE OUTCOMES: The student is able to

- CO1: Understand the overview of ERP and systematically plan the mechanisms in an enterprise.
- CO2: Develop the relationship among the components in an ERP
- CO3: Identify the ERP vendors in the market.
- CO4: Understand the overview of E-commerce
- CO5: Design the model of E-commerce.
- CO6: Analyse security issues and develop technologies to secure transactions.

SYLLABUS:

UNIT-I

Introduction to ERP: Defining ERP, Origin and Need for an ERP System, Benefits of an ERP System, Reasons for the Growth of ERP Market, ERP life cycle – ERP implementation Life Cycle.

UNIT-II

ERP Vendors & Consultants: Vendors- Role of the Vendor – Products and technology R/3 overview: SAP advantage, Baan Company, Oracle Application, Vertical solutions, Microsoft Corporation, Ramco System, System software Associates Inc.-QAD-Consultants: Types of consultants – Role of a consultant.

UNIT III

ERP BUSINESS MODULES– Business Modules – Finance: Features of ERP financial module, Benefits of ERP financial module– Human Resources: Functions, features & benefits of human resource management module– Sales & Distribution: Functions, features & benefits of sales & distribution.

UNIT IV

Introduction to E-commerce : Introduction, E-commerce or Electronic Commerce- An overview, Electronic Commerce – History of Electronic Commerce, Advantages and disadvantages of E-commerce, Roadmap of E-commerce in India.

UNIT-V

E-commerce Models: Business-to-Business-Hubs, Market Places, Business-to-Business Exchange, Business-to-Consumer, Consumer-to-consumer, Business-to-Government, Government-to-Government.

UNIT-VI

Electronic Payment Systems: Electronic Payment Systems, Electronic cash, Smart cards and Electronic Payment Systems, Credit card based electronic payment systems, Risks and electronic payment systems

TEXT BOOKS:

1. “Enterprise Resource Planning”, Alexleon, TMH, New Delhi, 2011.
2. E-Commerce, A Managerial Perspective, Turba E, Lee J, King, Chung H.M. PEA, 2001

REFERENCES

3. Singla: “Enterprise Resource Planning”, Cengage Learning, New Delhi, 2013
4. MahadeoJaiswal, Ganesh Vanapalli: “Enterprise Resource Planning”, MacMillon, New Delhi, 2013
5. N.Venkateswaran: “Enterprise Resource Planning”, SCITECH Publiscation, NewDelhi, 2009
6. S.Kesharwani, SBodduluri, M Ashok Kumar: “Enterprise Resource Planning”, Paramount Publishing House, New Delhi, 2012.
7. E-Commerce An Indian Perspective, 3/e, P.T. Joseph, PHI, 2009.
8. E-Commerce, S.Jaiswal ,Galgotia.
9. Electronic Commerce, Gary P.Schneider, Thomson.

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	-	50	50	3
BUSINESS LAB							

COURSE OUTCOMES: The student is able to

CO1: Know the basic of SQL.

CO2: Apply different types of functions on tables.

CO3: Know the basics of PL/SQL.

CO4: Understand the ERP modules and E-payments.

CO5: Apply the cursors and trigger on various business decisions.

CO6: Understand the online trading system and develop the real time applications.

SYLLABUS:

Exercise-I: Introduction to SQL, DDL, DML, DCL, TCL, Constraints-Not null, Unique, Primary key, Foreign key, Check.

Exercise-II: Functions-Single row, Group, Sub queries, Operators, Joins, Views

Exercise-III: Introduction to PL/SQL, Cursors-Implicit cursors, explicit cursors

Exercise-IV: Exception Handling, Introduction to Triggers-Row-level trigger, Statement-level trigger.

Exercise-V: Financial modelling like present value of cash flows, valuations, financial ratio analysis, forecasting, trend analysis of data, random input generations- ERP Modules – E-payments.

Exercise-VI: Introduction of online financial services example online trading systems.

References:

1. Scott Urman, “Oracle 8i-PL SQL Programming”, TMH, 2000.
2. Loney, “Oracle 8i—The Complete Reference”, TMH, 2000.
3. Loney, “Oracle 9i—The Complete Reference”, TMH, 2002.
4. Bayross, “Oracle Teach Yourself SQL / PL SQL using Oracle 8i and 9i with SQLj”, BPB, 2002.
5. Abbey, “Oracle 8i—A beginner’s Guide”, TMH, 2000.
6. Courter, “Mastering Microsoft Project”, BPB, 2002.
7. Pyron, “Using MS Project”, Techmedia, 2002.
8. Bayross, “PL SQL the Programming Language of Oracle”, BPB, 2002.
9. Mansfield, MS Office, TMH, New Delhi 1999.
10. Prowess- Corporate Database, Centre for Monitoring Indian Economy(CMIE), Ph.No.040- 55466091-6,email-cmie.hyd@cmie.com www.cmie.com/products.

II MBA I SEMESTER

II MBA - III SEMESTER COURSE STRUCTURE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Corporate Laws	3	1	-	40	60	100	3
2	Strategic Management	3	1	-	40	60	100	3
3	Business Research Methodology	3	1	-	40	60	100	3
4	Elective –I	3	1	-	40	60	100	3
5	Elective –II	3	1	-	40	60	100	3
6	Elective –III	3	1	-	40	60	100	3
7	Elective –IV	3	1	-	40	60	100	3
8	Quantitative Aptitude & Reasoning-II (MC)	2	-	-	-	-	-	-
9	Sports (MC)	-	-	2	-	-	-	-
TOTAL		23	7	2	280	420	700	21

MARKETING

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Customer Relationship Management & CB/Event Marketing	3	1	-	40	60	100	3
2	Retail Marketing/ Brand Management	3	1	-	40	60	100	3

FINANCE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Investment and Portfolio Management/Corporate Taxation	3	1	-	40	60	100	3
2	Banking & Insurance/Personal Financial Planning	3	1	-	40	60	100	3

HRM

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Management of IR/Employee Engagement & Retention Management	3	1	-	40	60	100	3
2	Compensation and Reward Management/Performance Management	3	1	-	40	60	100	3

I MBA-II-SEMESTER	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
CORPORATE LAWS							

COURSE OBJECTIVES: The student is able to

CO1: Understand and analyze The Indian Contract Act.

CO2: Understand and analyze Sales of Goods Act and the machinery for redressal of consumer grievances.

CO3: Understand and analyze the rights and duties of agent and principal, Principal's liability for the acts of agent and the procedure for termination of agency.

CO4: Understand and analyze the rights and duties of partners, dissolution of partnership firm.

CO5: Understand and analyze the formation of company, amendments act in 2013.

CO6: Understand and analyze the kinds of Negotiable Instruments and Goods and Services Act.

SYLLABUS:**UNIT –I: THE INDIAN CONTRACT ACT, 1872**

Nature of the Act - – Essentials of a Valid Contract – Classification of Contracts- Capacity – Free Consent –Legality of Object –Performance of a Contract – Discharge of a Contract – Remedies for Breach of a Contract

UNIT –II: SALES OF GOODS ACT, 1979

Distinction between Sales and Agreement to Sell –Conditions and Warranties – Performance of Contract of Sale – Rights of an Unpaid Seller.

Consumer Protection Act, 1986: Consumer Rights –Machinery for Redressal of Consumer Grievances. District Consumer Forum – State Level Commission – National Commission.

UNIT –III: CONTRACT OF AGENCY ACT

Kinds of Agents –Creation of Agency-Rights and Duties of Principal – Rights and Duties of Agent - Principal's Liability for the Acts of the Agent-Liability of Agent –Termination of Agency.

UNIT-IV: INDIAN PARTNERSHIP ACT, 1932

Meaning and Essentials of Partnership-Registration – Tests of Partnership- Rights and Duties of Partners –Dissolution of Partnership.

UNIT –V: COMPANIES ACT 1956

Nature and Types of Companies – Formation –Memorandum of Association-Articles of Association

–Kinds of Shares – Company Act as amended in 2013 - Duties of Directors-Winding up Procedure.

UNIT-VI: NEGOTIABLE INSTRUMENTS ACT, 1881

Kinds of a Negotiable Instruments and Endorsement- Presentation of a Negotiable Instrument - Discharge of a Negotiable Instrument – Goods and Services Act

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. “Legal Aspects of Business” Ravindra Kumar:, Cengage Learning, New Delhi, 2011
2. “Business Legislation for Management”, Kuchhal M C, Deepa Prakash: Vikas Publishing House, New Delhi, 2012

REFERENCES:

1. “Legal Aspects of Business”, Pathak: Tata McGraw Hill, New Delhi, 2010
2. “A Manual of Business Laws”, S.N.Maheshwari, S.K.Maheshwari: Himalaya Publishing House, 2013.
3. “Legal Aspects of Business”, P.K.Padhi: PHI Learnings, New Delhi, 2013
4. “Business Law”, S.S Gulshan: Excel Books, New Delhi, 2012.

II MBA - I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
STRATEGIC MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the concept of strategic management and develop vision, mission and objectives of the organization.

CO2: Know the industry analysis and develop techniques of competitive analysis.

CO3: Appraise strategic leadership styles and actions.

CO4: Formulate effective strategies in business.

CO5: Develop a frame work for the implementation strategies in business.

CO6: Explain strategy controls and evaluate the strategy by measuring performance of organization.

SYLLABUS:**UNIT-I: INTRODUCTION**

Concepts in Strategic Management, Strategic Management as a process –Developing a strategic vision, Mission, Objectives, Policies– Factors that shape a company’s strategy – Crafting a strategy.

UNIT-II: INDUSTRY ANALYSIS

Process, Techniques of industry analysis, Competitive Analysis: Process, Techniques of Techniques of competitive analysis, Environmental Scanning Methods and process, SWOT Analysis –Strategies and competitive advantages in diversified companies and its evaluation.

UNIT-III: STRATEGIC ANALYSIS AND CHOICE

Tools and techniques- Strategic Leadership: Leadership and Style – Key Strategic Leadership Actions - Developing Human Capital and Social Capital – Balanced Scorecard.

UNIT –IV: STRATEGY FORMULATION

Strategy Framework For Analysing Competition Porter’s Value Chain Analysis, Competitive Advantage of a Firm, Exit and Entry Barriers - Formulation of strategy at corporate, business and functional levels. Types of Strategies – Tailoring strategy to fit specific industry – restructuring and diversification strategies – different methods Turnaround strategy and diversification strategies.

UNIT –V: STRATEGY IMPLEMENTATION

Strategy and Structure, Leadership, culture connection - Strategies for competing in Globalizing markets and internet economy – Organizational Values and Their Impact on Strategy – Resource Allocation – Planning systems for implementation.

UNIT-VI: STRATEGY EVALUATION AND CONTROL

Establishing strategic controls - Measuring performance – appropriate measures- Role of the strategist – using qualitative and quantitative benchmarking to evaluate performance - strategic informaion systems – problems in measuring performance – Strategic surveillance - strategic audit.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. “Strategic Management” :Vijaya Kumar P,. Hitt A: Cengage learning, New Delhi,2010.
2. “Cases Studies in Strategic Management” : Sanjay Mohapatra :, Pearson, New Delhi,2012.

REFERENCES:

1. “Strategic Management” : Adrian Haberberg&Alison, Oxford University Press, New Delhi, 2010 4.
2. “Business Policy and Strategic Management”: P.Subba Rao: Text and Cases, Himalaya Publishing House, New Delhi, 2011.

II MBA - I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
BUSINESS RESEARCH METHODOLOGY							

COURSE OUTCOMES: The student is able to

CO1: Explain fundamentals of Business research methodology and its significance.

CO2: Define and Develop research problem.

CO3: Understand sample and census survey and measuring techniques.

CO4: Design data collection techniques.

CO5: Develop data processing procedures and apply tools.

CO6: Draft thesis/report writing.

SYLLABUS:**UNIT-I: INTRODUCTION TO RESEARCH**

Meaning, purpose, Characteristics, motivation in research, Research approaches, types, Research methods and methodology, Research process, Defining research problem, research design, evaluative criteria for good research design.

UNIT-II: SAMPLING DESIGN

Census and sample survey, characteristics, Types of sample design, Random and non-random sampling, errors in sampling, advantages and limitations of sampling

UNIT-III: MEASUREMENT AND SCALING TECHNIQUES

Measurement in research, scales, Techniques of developing measurement tools, scale classification, Likert's scale, semantic scale, Thurstone Scale, Interval Scale and multi-dimensional scaling.

UNIT-IV: DATA COLLECTION-METHODS

collection of primary data, observation method, Interview method, collection of data through Questionnaire and schedules- Collection of secondary data- selection of appropriate method for Data collection-Guidelines for developing Questionnaire, successful interviews, Reliability and Validation of data.

UNIT-V: PROCESSING AND ANALYSIS OF DATA

Editing, Coding, classification, Tabulation of data; and data validation- methods of data presentation- types of data analysis: Quantitative and Qualitative – Statistics in Research; Descriptive and inferential Statistics-Descriptive statistics: measures in central tendency, Dispersion, Asymmetry, and Cross-tabulations, Limited problems on testing of hypotheses like parametric and non-parametric t-test, z-test, Anova, Sign test.

UNIT-VI: RESEARCH REPORT WRITING

Purpose, Types, Steps, Format of research report, Criteria of good research report, Pre-writing considerations-Final presentations of the Research Report-Idea of referencing, Bibliography, Footnotes and end notes, Formats of publications in Research journals.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Business Research Methods, William G. Zikmund; Cengage publications, 2006.
2. Research methodology Methods & Techniques, C.R. Kothari; 2/e, New Age international, 2004.

REFERENCES:

1. Business Research Methodology, J.K. Sachdeva; Himalaya, 2009.
2. An introduction to statistical Methods, C.B.Gupta & Vijay Gupta; Vikas, 2009.

FINANCE

	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
II MBA - I SEM	3	1	0	40	60	100	3
INVESTMENT AND PORTFOLIO MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Identify various investment alternatives and measure risk and returns of various investment avenues.

CO2: Understand the importance of security analysis in investment decision process.

CO3: Develop and evaluate bond management strategies.

CO4: Identify different equity valuation methods.

CO5: Construct and evaluate portfolio.

CO6: Understand concept of mutual funds and analyse different schemes of mutual funds.

SYLLABUS:**UNIT –I: INVESTMENTS**

Definition of investment, Investment Decision Process; Sources of investment information; Real investment vs. financial investment, Investment vs. Speculation; Factors to be considered in investment decision: Liquidity, Return, Risk, Maturity, Safety, Tax and Inflation. The concept and measurement of realized return and expected return. Ex-ante and ex-post returns. Measurement of risk-range. Risk-return trade-off. Risk premium and risk aversion.

UNIT II: SECURITY ANALYSIS

Definition and objectives of Securities Analysis – Types of Securities, Analysis -Fundamental Analysis, Objectives and believes of Fundamental Analysis – Industry Analysis: Key Characteristics – Industry Life Cycle – Company Analysis – Technical Analysis – Meaning – Types – Features of Technical Analysis - Dow Theory, Efficient Market Hypothesis.

UNIT –III: FIXED INCOME SECURITIES

Bond basics, Features and types of debt instruments, Bond risk, factors affecting bond yield: coupon rate, maturity period, Bond yield measurement-Current yield, holding period return, YTM, AYTM and YTC. Bond valuation: Capitalization of income method, Bond-price theorems, Bond duration, Macaulay's duration and modified Macaulay's duration. Bond immunization, active and passive bond portfolio management strategies.

UNIT-IV: COMMON STOCKS

Basic Features of Common Stock, Approaches to valuation–Balance sheet model: Book value method, liquidation value method, replacement cost, Dividend capitalization models: single period, multi period & constant growth model, Earnings capitalization models; P/E ratio, Intrinsic value & Value earnings ratio.

UNIT –V: PORTFOLIO THEORY

Concept of portfolio. Portfolio return and risk. Harry Markowitz's Portfolio theory, construction of minimum risk portfolio, the single-index model. Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over- pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price, two factor arbitrage pricing.

UNIT –VI: MUTUAL FUNDS AND PORTFOLIO EVALUATION

Mutual funds - genesis, features, types and schemes. NAVs, costs, loads and return of mutual funds, Problems and prospects in India, Regulation of mutual funds and investor's protection in India. Performance measures- Sharpe's reward to variability index, Treynor's reward to volatility index, Jensen's differential index, Fama's decomposition of returns.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Security Analysis and Portfolio Management, S. Kevin, PHI, New Delhi, 5th Edition 2015.
2. Investment Analysis and Portfolio Management, Prasanna Chandra, TMH, New Delhi, 6th Edition, 2013.

REFERENCES:

1. Security Analysis and Portfolio Management, Punithavathy Pandian, Vikas Publishing House, New Delhi, 2nd Edition, 2013.
2. Investment Management
3. , Preeti Singh, Himalaya Publishing House, New Delhi, 18th Edition, 2013.
4. Security Analysis and Portfolio Management", Sudhindra Bhat, Excel Books.32, 2nd Edition, 2013.
5. Fundamentals of Investment Management, V.K.Bhalla, S. Chand, New Delhi, 15th Edition, 2013.
6. *Investment Management - Security Analysis and Portfolio Management*, Bhalla.V.K., S. Chand, 16th edition, 2010.

II MBA - I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
CORPORATE TAXATION							

COURSE OUTCOMES: The student is able to

CO1: Understand fundamentals of Taxation.

CO2: Discuss taxation of companies

CO3: Understand and develop income sources from business through taxation.

CO4: Determine taxation techniques.

CO5: Evaluate Tax management.

CO6: Develop filing the tax for individuals and corporates.

SYLLABUS:**UNIT I: BASIC CONCEPTS**

Sources of Tax Laws, Act & Rules, Administrative Instructions issued by CBDT, Annual Finance Acts. Introductory: Definitions, Residential status, Heads of Income, Computation of Taxable Income.

UNIT II: TAXATION OF COMPANIES

Residential Status & Tax Liability, Scope of total income, concept of Permanent Establishment, Business Connection in India, taxability of BPO units.

UNIT III: INCOME FROM BUSINESS & PROFESSION

Express allowances and disallowances, tax incentives on R & D expenses, Depreciation allowance, method of accounting. Income from Capital Gains –Concept of Capital Asset and Transfer, short term and long term capital assets, exemptions, Set off and carry forward of losses, Tax planning.

UNIT IV: DEDUCTIONS UNDER CHAPTER VIA

Incentives to infrastructure sector, hotels, etc. Taxation of companies – MAT, calculation of book profits, credit for MAT Assessment of Income including reassessment, appeals, rectification and revisions, ITAT. Tax Deduction at Source, International Taxation, Transfer Pricing, Double Taxation Avoidance Agreements.

UNIT V: TAX PLANNING

Meaning and Scope of Tax Planning and Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers; Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Clone or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc.; Tax Planning in respect of Managerial Remuneration.

UNIT VI: TAX MANAGEMENT

Filing of Returns and Assessments, Penalties and Prosecutions, Appeals and Revisions, Advance Tax, TDS, Advance Rulings, Avoidance of Double Taxation Agreements.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. “Direct Taxes Law & Practice”, Singhanian, V.K. and Singhanian, Kapil Taxmann Publications
2. “Direct Taxes Law & Practice”, Bhagwati Prasad, Wishwa Prakashan

REFERENCE:

1. “Direct Taxes Ready Reckoner(with tax planning)”, Ahuja, Girish K. and Gupta, Ravi, Bharat Law House Pvt.Ltd., Delhi.
2. “Practical Problems In Income Tax”, Mehrotra, H.C., Sahitya Bhawan Publications.
3. “Handbook of Corporate Tax Planning”, Srinivas E. A., Tata McGraw Hill, New Delhi.
4. “Income Tax Act- Pocket Edition”, Taxmann Publications, New Delhi.

II MBA - I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
BANKING AND INSURANCE							

COURSE OUTCOMES: The student is able to

CO1: Understand overview of Indian financial system and role of commercial banks

CO2: Classify different bank funds.

CO3: Know the regulations in banking system.

CO4: Adapt the new banking innovations.

CO5: Understand about insurance sector and its related trends.

CO6: Explain the concept of general insurance and its types.

SYLLABUS:**UNIT-I: INTRODUCTION TO BANKING**

Introduction to Indian Financial System - Meaning of a Bank, Role of commercial banks in Economic Development - Evolution of Banking in India– origin, nationalization, Banking sector reforms, CAMEL Approach, Sources of Bank Funds.

UNIT –II USES OF BANK FUNDS

Features of Bank Credit - types of lending - assessment of credit worthiness of a prospective borrower - management of credit process - different types of loans and their features - Non Performing Assets: - Concept of NPAs, causes, implications & recovery of NPAs.

UNIT –III: REGULATION IN BANKING SYSTEM

Regulation of Bank Capital: The need to regulate Bank Capital - Concept of Economic Model - Concept of Regulatory Capital, Basel Accords I,II and III.

UNIT –IV: BANKING INNOVATIONS

Core Banking Solution - Retail Banking - Products & Services: Nature, Scope, Future and Strategies - Plastic Money - National Electronic Funds Transfer - ATM - Mobile Phone Banking - Net Banking- Customer service quality in Indian banking industry.

UNIT –V: INTRODUCTION TO INSURANCE

Insurance as a Risk Management Tool- Principles of Insurance - Characteristics of Insurance contract - Functions of Insurers - Types of Insurers- Concept of Reinsurance, uses and advantages - Marketing channels: Agents & brokers – professionalism, remuneration, responsibilities, classification, criteria for appointment and capital adequacy norms for broker - an overview of IRDA.

UNIT –VI: LIFE INSURANCE AND GENERAL INSURANCE

The concept of Life Insurance - Life Insurance Products- Classification of Life Insurance - Provisions of Life Insurance contracts - Special Life Insurance forms - Health and General insurance– Overview, Types, - Micro Insurance in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. "Banking & Insurance", Vijayakumar P., Srinivasa Subbarao P., Himalaya Publication, New Delhi.
2. "Bank Management & Financial Services", Peter.S.Rose & Sylvia. C. Hudgins: Tata McGrawHill New Delhi, 2010,
3. "Risk Management & Insurance", James S. Trieschmann, Robert E. Hoyt & David. W. Sommer B., Cengage Learning, New Delhi
4. "Banking & Insurance", Reddy K S and Rao R N: Paramount Publishing House 2013.

REFERENCES:

1. "Banks & Institutional Management", Vasant Desai: Himalaya Publishing House 2010.
2. "Banking and Insurance", R.K.Sharma, Shashi and Jagwant: , Kalyani Publishers, 16th edition.
3. "Fundamentals of Risk & Insurance", Emmett J. Vaughan & Therese M. Vaughan: Wiley, India Edition.
4. "Indian Insurance – A Profile", H. Narayanan: Jaico Publishing House, New Delhi.

II MBA - I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
PERSONAL FINANCIAL PLANNING							

COURSE OUTCOMES: The student is able to

- CO1: Understand financial planning process and analyse determinants of personal income.
- CO2: Know the preparation and filing of tax returns.
- CO3: Evaluate investment decisions in capital goods.
- CO4: Analyse and evaluate various insurance policies.
- CO5: Develop and apply effective investment strategies related to various financial securities.
- CO6: Evaluate alternate investment options.

SYLLABUS:

UNIT-I: UNDERSTANDING THE FINANCIAL PLANNING PROCESS

The rewards of sound financial planning – planning for a life time- the planning environment – determinants of personal income-financial statements and plans –mapping the financial future-time value of money- preparing personal income statement and balance sheet-making cash budgets.

UNIT-II: MANAGING TAXES

Principals of income taxes- computation of salary, Rental income& Capital Gains, Other Income filing returns-tax planning-other forms of personal taxes-provisions Of Wealth Tax Act& Computations of Net Wealth & Wealth Tax.

UNIT-III: MAKING DECISIONS REGARDING PURCHASE OF AUTOMOBILES AND HOUSES

Deciding whether to lease or buy-finding an affordable house-the house buying process-housing finance. Managing credit- opening an overdraft account-using credit carefully-consumer loans.

UNIT-IV: MANAGING INSURANCE NEEDS

Basic insurance concepts-deciding on the amount of life insurance required-key features of life insurance policies-buying life insurance –types and sources of health insurance plans-principles of property insurance-automobile insurance- other types of insurance;

UNIT-V: MANAGING INVESTMENTS

Investments planning –securities markets- transacting in the securities markets- online advertising- mutual funds Financial Planner’s Advice, Stock brokers Research and advice , portfolio management Services Sharpe’s Ratio, Treynor’s ratio, Jensen’s measure, Information Ratio.

UNIT-VI: ALTERNATIVE INVESTMENT OPTIONS

Art, Gold, Antiques, commodities, real Estate, REITS, Real Estate Related Mutual Funds, Charity, Investments outside India. Retirement Planning- Estimating need at retirement – Social Security- pension plans and retirement plans –annuities, Reserve Mortgage.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Personal Financial Planning, ICFAI Publications
2. Personal Financial Planning, 11th e Gitman, Lawrence J/Joehnk, Michael D. South Western CollegePub2007.
3. Personal Financial Planning Guide, 5th e Ernst and Young's Wiley 2004.

REFERENCE:

1. Personal Financial Planning.7th e Hallman, G Victor/ Rosenbloom, Jerry S. McGraw Hill 2010.
2. Personal Investment and Tax Planning Year Book Yasasway,N J Vision Publication Edition 2010-11
3. Income Tax Law & Practice, 35th e Gaur,V.P / Narang, D.B Kalyani Publishers 2011

HRM

	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
II MBA – I SEM	3	1	0	40	60	100	3
MANAGEMENT OF INDUSTRIAL RELATIONS							

COURSE OUTCOMES: The student is able to

- CO1: Define and explain the basic concepts and importance of industrial relations management.
- CO2: Understand the concept of Trade Unions
- CO3: Appraise the collective bargaining power.
- CO4: Evaluate the benefits of quality of work life.
- CO5: Analyse the concepts of labour safety measures.
- CO6: Understand the grievance management procedures followed by the industry.

SYLLABUS:**UNIT-I: INDUSTRIAL RELATIONS**

Concept- evolution- present scenario in India-Factors-Approaches to IR- Labour market.

UNIT-II: TRADE UNIONS

Introduction- nature and objectives of TU's- Trade union act, 1926- problems- registration of union- employer association.

UNIT-III: COLLECTIVE BARGAINING

Nature, objectives- process of collective bargaining- changes in labour- management relations in post- liberalized India- Public sector bargaining in India. Bipartism, Tripartism bodies

UNIT-IV: QUALITY OF WORK LIFE

Workers' participation in Management-different levels of participation-quality circles-parameters of QWL- Nature of wages and types-Incentives and fringe benefits-Issues in wage determination in India.

UNIT-V: SOCIAL SECURITY

Nature, types of security- health and occupational safety measures in India- Employees state insurance act, workmen compensation act its implications.

UNIT-VI: EMPLOYEE GRIEVANCE

Causes of grievance- conciliation-Arbitration-and adjudication-process of settlement of employee grievance-Standing orders- code of conduct-Industrial dispute nature and scope of industrial disputes- prevention and settlement of industrial disputes in India, Id act.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Industrial Relations Oxford university : C.S Venkata Ratnam: press, New Delhi, 2011
2. Industrial Relations: Arun Monappa, TMH, New Delhi.2012

REFERENCES:

1. Dynamics of Industrial Relations : Mamoria, Himalaya publishing house, New Delhi, 2010
2. "Industrial Relations, Trade unions and Labor Legislation" Sinha., pearson education, New Delhi, 2013.

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
EMPLOYEE ENGAGEMENT & RETENTION MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Know about fundamentals of Employee engagement practices.

CO2: Measuring and identify strategies of employee engagement.

CO3: Idea on employee turnover.

CO4: Understand retention and related concepts.

CO5: Develop retention management.

CO6: Develop practices to retain talent/skilled employee.

SYLLABUS:**UNIT-I: EMPLOYEE ENGAGEMENT**

Definitions & origin. Employee Engagement drivers. Types & attributes of Employee Engagement. Employee Engagement activities. Managing employee satisfaction.

UNIT-II: MEASURING ENGAGEMENT & STRATEGIES OF EMPLOYEE ENGAGEMENT

Handling non-engaged employees. Employees Scheduling. Creating culture of Employee Engagement. Models of Employee Engagement & Trends in Global.

UNIT-III: EMPLOYEE TURNOVER

Meaning & Nature. Negative impact of turnover to the organization & individuals. Attrition rate, Turnover cost calculation, Attrition rate in different sector of India.

UNIT-IV: RETENTION

Definitions, Nature & Importance of employee retention. Retention as critical issue. Key elements of retention: compensation, growth, environment, relationship & support. Challenges of employee retention & retention success mantras.

UNIT-V: MANAGING RETENTION

Key drivers to attract & retain employee, Retention strategies, Managers roles in Retention & Developing retention plan.

UNIT-VI: EMPLOYEE RETENTION

Motivation and engagement-Engaging talent through mentoring and coaching. Employee satisfaction. Determining strategies for coaching employees belonging to different generations and cultures.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Employee Engagement: Debashish Sengupta, s. Ramadoss, Biztantra, Dreamtech Press, 2011.

2. Talent Management Systems: Best Practices in technology solutions for Recruitment, Retention and work force planning Allan Schreyer, I st Edition

REFERENCES:

1. The Talent Management Handbook: Lance A Berger and Dorothy R. Berger, Tata McGraw Hill (2008). New York.

2. Managing Employee Retention: A Strategic Accountability Approach (Improving Human Performance): Jack J. Philips & Adele O. Connell, Elsevier ,2004

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
COMPENSATION AND REWARD MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand basic concepts, framework and theories of compensation.

CO2: Define a strategic plan for making compensation as a competitive advantage to the organization.

CO3: Contrast different types of incentive plans and determine which plan suit best to organization.

CO4: List the different types of employee benefits.

CO5: Design different methods of wage determination applicable to different cadres of employees.

CO6: Evaluate the mechanism of wage boards and its role in fixation of wage.

SYLLABUS:

UNIT I: INTRODUCTION TO COMPENSATION

Types of compensations, Conceptual Framework of Compensation Management, Theories of wages: Subsistence theory, Wage Fund Theory, Marginal Productivity theory, Bargaining theory, Criteria of wage fixation.

UNIT II: STRATEGIC COMPENSATION PLANNING

Strategic perspectives towards compensation – Developing a total compensation strategy, Source of competitive advantage: Three tests, designing pay levels, Mix and pay structures.

UNIT III: VARIABLE PAY

Strategic reasons for Incentive plans, Administering incentive plans, Individual incentive plans- Piecework, Standard hour plan, Bonuses, Merit Pay, Group incentive plans- Team compensation, Gain sharing incentive Plans, Enterprise incentive plans- Profit Sharing plans, Stock Options, ESOPs.

UNIT IV: MANAGING EMPLOYEE BENEFITS

Nature and types of benefits, Employee benefits programs- security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, employee services- Designing a benefits package.

UNIT V: WAGE DETERMINATION

Principles of wage and salary administration, Methods of wage determination in India; Internal and External Equity in Compensation Systems, Wage Administration in India: Wage Policy in India.

UNIT VI: WAGE BOARDS AND THEIR COMPENSATION PRACTICES

Structure, Scope and functions, Compensation practices in different industries, Compensation practices of multinational and global organizations.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Compensation Management in a Knowledge based world,: ichard I. Anderson, , Pearson Education, 10th edition
2. Compensation Management in a Knowledge based world: Richard I. Anderson, Pearson Education, 10th edition,.

REFERENCE BOOKS:

1. Compensation: Milkovich & Newman, TMH, 2008.
2. Compensation & Reward Management : BD Singh, Excel Books, 2008
3. Strategic Compensation, : Joseph J. Martocchio, , Pearson Education, 3rd Edition

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
PERFORMANCE MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the basics of performance management system.

CO2: Define performance system best fit to organization.

CO3: Plan and develop a mechanism to meet the performance expectations set by the organization.

CO4: Know how to track and monitor the performance and procedure for conducting periodic reviews.

CO5: Emphasize and Measuring and performance audit system for all types of jobs existed in different organization

CO6: Analyze performance appraisal system and determining the best system of appraisal for the needs of the organization.

SYLLABUS:**UNIT-I: INTRODUCTION**

Definition, concerns and scope – Historical developments in performance Management – Performance Appraisal Vs. Performance Management - Performance Management Vs. Human Resource Management – Implications of Performance Management.

UNIT-II: PERFORMANCE THEATRE

Performance System – Performance Theatre - planning Managee performance and Development, Monitoring Managee performance & Mentoring Managee Development.

UNIT-III: PLANNING FOR MANAGEE'S PERFORMANCE AND DEVELOPMENT

Setting Objectives – Organizational and Individual Performance plans – Components of Managee Performance and development plan – Setting mutual expectations and performance criteria.

UNIT-IV: MONITORING AND MENTORING

Introduction – Supervision – Objectives and Principles of Monitoring – Monitoring Process – Periodic reviews – Problem solving – Engendering trust.

UNIT-V: ANNUAL STOCK TAKING

Stock Tacking Performance – Process of Judgement Vs. Process of analysis – Stock Taking discussions – Delivering efficient feedback – 360 degrees feedback – stock taking potential.

UNIT-VI: APPRAISING FOR RECOGNITION AND REWARD

Purpose of Appraising – Methods of Appraisal – Appraisal system design – Implementing the Appraisal system – Appraisals and HR decisions.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Performance Management: Prem Chadha: Macmillan India, New Delhi,2006.

REFERENCES:

1. Counselling and guidance:T.V.Rao: TMH.

2. Managing Employee Performance :Williams:, Thomson,2 006.

MARKETING

	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
II MBA – I SEM	3	1	0	40	60	100	3
CUSTOMER RELATIONSHIP MANAGEMENT & CONSUMER BEHAVIOUR							

COURSE OUTCOMES: The student is able to

CO1: Define and understand the concepts of CRM, significance and strategies in business.

CO2: Know the customer profile and perception of customer behaviour in relationship perspectives.

CO3: Analyse strategies for customer acquisition, models of CRM.

CO4: Evaluate the consumer behaviour and business strategies.

CO5: Classify the various consumer behaviour models.

CO6: Identify the psychological process and develop the effective strategy in terms of impact on consumer behaviour.

SYLLABUS:**UNIT I: INTRODUCTION**

Definitions - Concepts and Context of relationship Management – Evolution - Transactional Vs Relationship Approach – CRM as a strategic marketing tool – CRM significance to the stakeholders.

UNIT II: UNDERSTANDING CUSTOMERS

Customer information Database – Customer Profile Analysis - Customer perception, Expectations analysis – Customer behavior in relationship perspectives; individual and group customer's - Customer life time value – Selection of Profitable customer segments.

UNIT III: CRM STRUCTURES

Elements of CRM – CRM Process – Strategies for Customer acquisition – Retention and Prevention of defection – Models of CRM – CRM road map for business applications.

UNIT –IV: INTRODUCTION TO CONSUMER BEHAVIOUR

Understanding consumers and market Segments. Evolution of consumer behaviour, consumer analysis and Business strategy.

UNIT-V CONSUMER BEHAVIOR MODELS

Models of Buyer Behaviour, Howard Model, Howard- Sheth Model, EKB Model, Webster and Wind Model and Sheth Industrial Buyer Behaviour Model. Social and Cultural Environment Economic, Demographic, Cross Cultural and Socio–Cultural Influences, Social Stratification, Reference Groups and Family, Personal influence.

UNIT –VI: PSYCHOLOGICAL FOUNDATIONS OF CONSUMER BEHAVIOR

Consumer Motivation, Perception, Personality and Behavior, Learning and Behavior Modification, Information Processing, Memory Organization and Function, Attitude Formation and Attitude Change.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Customer Relation Management, H.Peeru Mohamed and A.Sahadevan, Vikas Publishing 2005.
2. The Eight Competencies of Relationship selling, Jim Catheart, Macmillan India, 2005.
3. Consumer Behavior, Assel, Cengage Learning, 6th Edition.

REFERENCES:

1. Consumer Behaviour, David L Loudon and Albert J Della Bitta, 4/e, TMH, New Delhi, 2002.
2. Consumer Behaviour, Schiffman, L.G and Kanuk L.L, 8/e, Pearson Education, New Delhi, 2003.
3. Consumer Behaviour, Roger D. Black Well et al, 9/e Cengage, New Delhi, 2012.

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
EVENT MARKETING							

COURSE OUTCOMES: The student is able to

CO1: Understand and analyse the SWOT analysis and principles of event management.

CO2: Formulate the event planning and develop team management.

CO3: Explain event marketing and its advertising.

CO4: Know the event leadership skills and develop communication strategies in event marketing.

CO5: Identify event safety and security measures

CO6: Apply the basic accounting principles in event management.

SYLLABUS:**UNIT-I: PRINCIPLES OF EVENT MANAGEMENT**

Historical Perspective, Introduction to event Management, Size & type of event, Principles of event Management, concept & designing. Analysis of concept, Logistics of concept, Feasibility, Keys to success, SWOT Analysis.

UNIT-II: EVENT PLANNING & TEAM MANAGEMENT

Aim of event, Develop a mission, Establish Objectives Preparing event proposal, Use of planning tools, Protocols, Dress codes, staging, staffing, Leadership, Traits and characteristics

UNIT-III: EVENT MARKETING AND ADVERTISING

Nature of Marketing, Process of marketing Marketing mix, Sponsorship, Image, Branding, Advertising, Publicity and Public relations.

UNIT-IV: EVENT LEADERSHIP & COMMUNICATION

Leadership skills, Managing team, Group development, Managing meetings, Written communications, (Official, demi-official, Invoice). Verbal communications

UNIT-V: EVENT SAFETY AND SECURITY

Security, Occupational safety, Crowded management, Major risks and emergency planning, Incident reporting, emergency procedures

UNIT-VI: BASIC EVENT ACCOUNTING

Budget, break-even point, cash flow analysis, Profit & loss statement, balance sheet, panic payments, financial control system.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Event management, an integrated & practical approach By Razaq Raj, Paul Walters & Tahir Rashid.
2. Event management, a professional approach By Ashutosh Chaturvedi.
3. Event Management By Lynn Van Der Wagen & Brenda R Carlos.

REFERENCE:

1. Successful Event Management By Anton Shone & Bryn Parry.

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
RETAIL MARKETING							

COURSE OUTCOMES: The student is able to

CO1: Understand fundamentals of Retailing.

CO2: Know the general strategies of retailing.

CO3: Define location strategies of retailing.

CO4: Define and develop layout designs.

CO5: Analyse various pricing strategies and develop location strategies.

CO6: Design and develop franchising.

SYLLABUS:**UNIT-I: BASIC CONCEPT OF RETAILING**

Retail development-types and functions of retailers-multi channel retailing-organized retailing in India-special characteristics of retailing-services retailing-legislation for retailing in India.

UNIT-II: RETAILING STRATEGY

Market strategy-retail format and target market-building sustainable competitive advantage-growth strategies-strategic retail planning process.

UNIT-III: RETAIL LOCATION

Types, location opportunities-selection of location and site analysis-financial strategy-strategic profit model-setting and measuring performance objectives.

UNIT-IV: STORE LAYOUT AND DESIGN

Store operations and inventory management-merchandise planning and control, buying merchandise- developing assortment plan.

UNIT-V: RETAIL PRICING STRATEGY

Category management, customer services-retail branding-international retailing-promotional strategies-advertising, sales promotion, store atmosphere.

UNIT-VI: CONCEPT OF FRANCHISING

Evolution of franchising-types-franchising in India-introduction to E- marketing-meaning and scope of E-marketing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. "Retail Management", Sheikh and Kaneez Fatima, Himalaya Publishing House, Mumbai, 2012
2. "The Art of Retailing", A.J. Lamba: Tata McGraw Hill Education Pvt. Ltd. New Delhi.2011
3. "Retail Marketing", Siva Kumar, A, Excel Books, New Delhi, 2007

REFERENCES:

1. "Retail management", Swapna Pradhan, Tata McGraw Hill Education Pvt. Ltd. New Delhi, 2012
2. "Retail Management", Chetan Bajaj RajnishTuli, Nidhivarma Srivastava: Oxford University Press, New Delhi, 2012.

II MBA – I SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
BRAND MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Know the importance of brand image in marketing.

CO2: Understand brand vision

CO3: Explain brand promotion methods in brand communication.

CO4: Define the concept of brand extension and analyse factors influencing brand extension decisions.

CO5: Design brand marketing programmes and Evaluate brand performance.

CO6: Identify emerging trends in brand management.

SYLLABUS:**UNIT –I: BASIC CONCEPTS OF BRANDS**

Concepts and process- significance of brand-brand mark and trade mark-different types of brand family brand, individual brand, private brand-selecting a brand name- functions of a brand-branding decisions-influencing factors.

UNIT-II: BRAND VISION

Brand ambassadors-brand as a personality, as a trading asset, brand extension-brand positioning-brand image building.

UNIT-III: BRAND COMMUNICATIONS

Brand image Building – Brand Loyalty programmes – Brand Promotion Methods – Role of Brand ambassadors, celebrities – On line Brand Promotions.

UNIT-IV: BRAND EXTENSION

Brand Adoption Practices – Different type of brand extension – Factors influencing Decision for extension – Re-branding and re-launching.

UNIT-V: BRAND MANAGEMENT

Brand building and positioning-measuring brand performance-designing brand marketing programmes-evaluating brand performance-brand in retail business-role of own label.

UNIT-VI: EMERGING BRANDS IN MARKETING

Importance of trends in brand management-trends in brand – theories and practices in brand management.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Strategic Brand Management: Building, Measuring and Managing, Kevin Lane Keller, Prentice Hall, 3rd Edition, 2007.
2. Brand Management – I edition, Moorthi YLR, Vikas Publishing House 2012

REFERENCES:

1. Managing Indian Brands, Ramesh Kumar, Vikas Publication, India, 2002.
2. Brand Management Mahim Sagar, Deepali Singh, D.P. Agarwal, Achintya Gupta.– Ane Books Pvt.Ltd – (2009)

II MBA II SEMESTER

II MBA - IV SEMESTER COURSE STRUCTURE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Cost & Management Accounting	3	1	-	40	60	100	3
2	Entrepreneurship Development	3	1	-	40	60	100	3
3	Business Ethics and Values	3	1	-	40	60	100	3
4	Elective –V	3	1	-	40	60	100	3
5	Elective –VI	3	1	-	40	60	100	3
6	Elective –VII	3	1	-	40	60	100	3
7	Elective –VIII	3	1	-	40	60	100	3
8	Comprehensive Viva-Voce	-	-	-	100	-	-	4
9	Major Project	-	-	-	-	-	-	4
10	NSS (MC)	-	-	2	-	-	-	-
11	Advanced Communication Skills (MC)	2	-	-	-	-	-	-
TOTAL		23	7	2	380	420	700	29

MARKETING

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Rural Marketing/ Product Management	3	1	-	40	60	100	3
2	Service Marketing/Advertising Management	3	1	-	40	60	100	3

FINANCE

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Financial Risk Management & Derivatives/Financial Institutions & Services	3	1	-	40	60	100	3
2	International Financial Management/ Strategic Investment and Financial Derivatives	3	1	-	40	60	100	3

HRM

S.No	Subject	L	T	P	Internal Marks	External Marks	Total Marks	Credits
1	Leadership Management/Human Resource Development	3	1	-	40	60	100	3
2	Industrial Jurisprudence & Labour Legislations/ International HRM	3	1	-	40	60	100	3

II MBA-II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
COST AND MANAGEMENT ACCOUNTING							

COURSE OUTCOMES: The student is able to

- CO1: Understand cost concepts & Elements and how effective the cost information in planning and control.
- CO2: Classify and apportion different types of overheads to various departments and preparation cost sheets and also estimate the machine and labour hour rate.
- CO3: Apply different marginal costing concepts under various situations.
- CO4: Analyse profitability margin of different regimes with the help of a limiting factor.
- CO5: Determine and Estimate different types of budgets on need basis in monetary and quantitative bases.
- CO6: Measure the variances between the expected costs and actual costs for better cost control.

SYLLABUS:

UNIT-I: INTRODUCTION TO MANAGEMENT ACCOUNTING

Management accounting vs Cost accounting vs. financial accounting, role of accounting information in planning and control, cost concepts and managerial use of classification of costs.

UNIT-II: COST ANALYSIS AND CONTROL

Direct and Indirect expenses, allocation and apportionment of overheads, calculation of machine hour rate and labour hour rate, Preparation of cost sheet.

UNIT-III: MARGINAL COSTING

Introduction, Application of Marginal costing in terms of cost control- Income determinants under marginal cost- Absorption Cost Vs Marginal Cost. Key or Limiting Factor.

UNIT-IV: BREAK-EVEN-ANALYSIS

Concept of cost-volume-profit analysis- desired level of Profits Determination of Break even point, Break-even-graph and assumptions of BEP, importance, Application of BEP for various business problems.

UNIT-V: BUDGETARY CONTROL

Budget, budgetary control, steps in budgetary control, Fixed vs Flexible budgets, different types of budgets: sales budget, cash budget, production budget, master budget, Zero based budgeting – simple problems.

UNIT-VI: STANDARD COSTING

Standard Cost and Standard Costing, standard costing vs. estimated cost, analysis of variance, material variance and labour variances – simple problems.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Cost and Management Accounting, M.N.Arora: Vikas Publication, New Delhi, 2009.
2. Cost and Management Accounting, S.P.Jain, K.L.Narang: Kalyani Publications, New Delhi, 2009.
3. Cost and Management Accounting, M.P.Pandi Kumar: Excel Books, New Delhi, 2008

REFERENCES:

1. Management and Cost Accounting, Colling Drury; Cengage learning, Hyderabad, 2009.
2. Management Accounting, Khan and Jain: Tata MCGraw-Hill Publishing Co. New. Delhi, 2010
3. Cost Accounting, Bhabatosh Banerjee: PHI Learning Private Ltd., New Delhi, 2009.

II MBA-II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
ENTREPRENEURSHIP DEVELOPMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the concepts, role and importance of entrepreneurship.

CO2: Outline women entrepreneurship and qualities.

CO3: Define entrepreneurship development programs in India and contents for training for entrepreneurial competencies.

CO4: Create appropriate business models and develop well-presented business plan that is feasible for the student.

CO5: Understand the concept of small and micro enterprises.

CO6: Create awareness about the institutional support to small and medium enterprises.

SYLLABUS:**UNIT –I: ENTREPRENEURSHIP**

Importance and growth - Characteristics and Qualities of Entrepreneur- Role of Entrepreneurship, Ethics and Social Responsibilities. Women Entrepreneurship: Role & Importance, Problems. Mobility of entrepreneur.

UNIT-II: WOMEN ENTREPRENEURS

Characteristics and Qualities - Role of Women Entrepreneurship in India & Importance, Problems corporate entrepreneurship — entrepreneurial motivation.

UNIT –III: TRAINING

Designing Appropriate Training Programme to inculcate Entrepreneurial Spirit - Training for New and Existing Entrepreneurs, Feedback and Performance of Trainees. Creativity and Entrepreneurship: Sources and Methods of Ideas Planning and Development of Programmes E- business Ventures; New Venture Management – Emerging Trends.

UNIT –IV: PLANNING AND EVALUATION OF PROJECTS

Growth of Firm – Project identification and selection - Factors inducing growth- - Project Feasibility Study – Post Planning of Project-Project Planning and Control.

UNIT –V: SMALL AND MICRO ENTERPRISES

Importance, definitions – policies and their support to MSMEs - growth and growth strategies – sickness in small business and remedies – small entrepreneurs in international business.

UNIT –VI: INSTITUTIONAL SUPPORT TO ENTREPRENEUR AND MSMES

Role of Government - Role of IDBI, NIESBUD, SISI, DIC - Financial Institutions- Commercial Banks, Entrepreneurial Development Institutes, Universities and other Educational Institutions offering Entrepreneurial Development Programme.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. “Entrepreneurship”, Arya Kumar: Pearson, Publishing House, New Delhi, 2012.
2. “Entrepreneurship”, VSP Rao, Kuratko: Cengage Learning, New Delhi, 2012
3. “Entrepreneurship Development”, K.Ramachandran: TMH, New Delhi, 2012

REFERENCES:

1. “Entrepreneurship Development” B.Janakiram, M Rizwana: Excel Books, New Delhi, 2011
2. “Entrepreneurship Development”, P.C.Shejwalkar: Everest Publishing House, New Delhi, 2011

II MBA-II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
BUSINESS ETHICS AND VALUES							

COURSE OUTCOMES: The student is able to

CO1: Understand fundamentals of Values and ethics.

CO2: Apply various ethical theories

CO3: Analyse manager's responsibilities in business ethics.

CO4: Understand clearly about ethical marketing

CO5: Distinguish ethical concepts of finance, and HRM.

CO6: Evaluate the global issues with respect to business ethics.

SYLLABUS:**UNIT –I: VALUES AND ETHICS**

Business Ethics, Personal Ethics vs. Business Ethics , Work Ethics; Integrity- Service Learning- Civic Virtue - Respect for Others- Living Peacefully-Honesty- Courage- Value time- Co- Operation- Commitment- Empathy-Self –confidence.

UNIT-II: THEORIES OF BUSINESS ETHICS

Business Ethics and Law - Management and Ethics- Indian Ethical Traditions. Various studies on Ethical Attitudes of Managers -Major Indian Scams.

UNIT –III: MANAGER'S RESPONSIBILITY

Collegiality- Techniques for Achieving Collegiality- Two Senses of Loyalty- Misguided Loyalty- Professionalism and Loyalty- Professional Rights- Professional Responsibilities- Bribes/Gifts-Occupational crimes.

UNIT-IV: ETHICS IN MARKETING

Product safety and Pricing-Ethical responsibility in Product- Advertising and Target Marketing Ethics of sales, advertising and product placement and Consumer Autonomy.

UNIT–V: ETHICS IN HRM & FINANCE

Worker rights and duties -Institutional Culture –Privacy, Safety, Whistle-blowing, Fair hiring practices, Affirmative Action and Comparable Worth, Diversity in the workplace, Frauds in Banks - Measures against Bank Frauds – Frauds in Insurance sector, Reasons for Unethical Practices among Indian companies.

UNIT-VI: GLOBAL ISSUES

Globalization- Impact of Globalization on Indian business ethics. Cross Culture- Environmental Ethics-Computer Ethics-Ethics and research- Analysing Ethical problems in Research.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. "Professional Ethics and Morals", Prof.A.R.Aryasri, Dharanikota Suyodhana: Maruthi Publication.2009
2. "Ethics in Business and Corporate Governance", S.K.Mandal: TMH, New Delhi, 2012.

REFERENCES:

1. "Business Ethics and Value Systems", H.C.Mruthyunjaya, PHI Learning, New Delhi, 2013.
2. "Values and Ethics in Profession" Sisir Mazumder: Everest Publishing House, New Delhi, 2013.

FINANCE

II MBA-II-SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
FINANCIAL RISK MANAGEMENT & DERIVATIVES							

COURSE OUTCOMES: The student is able to

CO1: Understand the concept of risk management and various types of risk.

CO2: Measure different type's risks by applying various tools and techniques.

CO3: Appraise the role and importance of derivatives and players in the derivatives market.

CO4: Understand the forward and future contracts and its pricing.

CO5: Develop swap strategies in order to minimise the risk.

CO6: Build the option strategies in order to minimise the risk.

SYLLABUS:**UNIT –I: INTRODUCTION TO RISK MANAGEMENT**

Concept, nature and scope of risk. Risk Management Process: risk identification, risk measurement & evaluation, risk control, risk finance. Types of risk: interest rate risk, credit risk, market risk and capital market risk. An integrated approach to corporate risk management and methods. Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external.

UNIT-II: MEASUREMENT AND MANAGEMENT OF RISK

Value at risk (VaR), Cash flow at risk (CaR): VaR and CaR to make investment decisions. Non- Insurance methods of Risk management vs. Risk avoidance, Loss Control, Risk retention and Risk transfer. Asset-Liability Management (ALM).

UNIT-III: TECHNIQUES AND TOOLS OF RISK MANAGEMENT

The concept and importance of Derivatives and types of Derivatives. The role of Derivative securities to manage risk and to exploit opportunities to enhance returns. Players in the stock/ derivative market: Individuals, speculators, hedgers, arbitrageurs and other participants in Derivatives Market.

UNIT-IV: FORWARD CONTRACTS

Definition, features and pay-off profile of Forward contract, Valuation of forward contracts. Forward Contracts to manage Commodity price risk, Interest rate risk and exchange rate risk—limitations of Forward contract. Futures contracts: Definition of future contracts. clearing house, margin requirements, marking to the market. Valuation of futures contracts. Risk management with Futures contracts.

UNIT-V: TECHNIQUES AND TOOLS OF RISK MANAGEMENT

SWAPS; Definition and features. Types of swaps: Interest rate swaps, Currency swaps, equity swap, credit default swap & commodity swap. Valuation & Pricing of interest rate Swaps. Currency Swaps: Types of Currency Swaps. Valuation & Pricing of currency swaps.

UNIT –VI: TECHNIQUES AND TOOLS OF RISK MANAGEMENT

Options; Definition of an option. Types of options: call option, put option, style of option: American option and European option. Options in the money, at the money and out of the money. Pay-off option positions, Pricing of call and put options at expiration and before expiration. The Binominal option pricing model (BOPM): assumptions - single and two period models

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Financial Risk Management, Vijayakumar P., Naidu.BVR, Venkateswarlu.Ch. Himalaya Publication, New Edition, 1st Edition, 2015.
2. Fundamentals of Financial Derivatives, Prafulla Kumar Swain., Himalaya Publishing House, 1st Edition, 2012.
3. Derivatives and Risk Management, Dhanesh Kumar Khatri , MacMillon,2nd Edition, 2012

REFERENCES:

1. Options, Futures and Other Derivatives ,John C. Hull & Sankarshan Basu, 7th Edition, Pearson Education.
2. Bank Management & Financial Services : Peter S. Rose & Sylvia C. Hudgins, , 7th Edition, Tata McGraw-Hill.
3. Derivatives Valuation and Risk Management, Rajiv Srivastava , Oxford University Press.2nd Edition, 2012.
4. Financial Risk Management, Dun and Bradstreet TMH, Delhi, 2nd Edition, 2011.

II MBA-II-SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
FINANCIAL INSTITUTIONS AND SERVICES							

COURSE OUTCOMES: The student is able to

CO1: Understand overview of financial system.

CO2: Define about various financial institutions.

CO3: Know the commercial banks and its roles.

CO4: Appraise the activities of various non-banking financial institutions.

CO5: Know about insurance industry & its regulations.

CO6: Classify different financial services.

SYLLABUS:**UNIT –I: THE BASIC THEORETICAL FRAMEWORK**

The financial system and its technology; The factors affecting the stability of the financial system; Development finance vs. universal banking; Financial intermediaries and Financial Innovation; RBI-Central Banking.

UNIT –II: THE FINANCIAL INSTITUTIONS

A brief historical perspective. An update on the performance of IDBI, ICICI, IFCI and SFCs, LIC & GIC.

UNIT –III: THE BANKING INSTITUTIONS

Commercial banks – the public and the private sectors – structure and comparative performance. The problems of competition; interest rates, spreads, and NPAs. Bank capital – adequacy norms and capital market support.

UNIT –IV: THE NON-BANKING FINANCIAL INSTITUTIONS

Evolution, control by RBI and SEBI. A perspective on future role. Unit Trust of India and Mutual Funds. Reserve bank of India Framework for/Regulation of Bank Credit. Commercial paper: Features and advantages, Framework of Indian CP Market, effective cost/interest yield.

UNIT –V: INSURANCE

The Economics of Insurance; Life Insurance; Reinsurance; The Insurance Industry and its regulation. Efficiency and the Structure of the Insurance Industry; Pension funds; Pension plans today.

UNIT –VI: FINANCIAL SERVICES

Asset/fund based Financial services – lease finance, consumer credit and hire purchase finance, factoring definition, functions, advantages, evaluation and forfeiting, bills discounting, housing finance, venture capital financing. Fee-based / Advisory services: Stock broking, credit rating.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Financial Services,R.Shanmugham: Wiley India, New Delhi, 2010
2. Financial Services, M.Y.Khan, Tata McGraw-Hill, New Delhi, 2004.
3. Marketing of Services, Harsh V.Verma, Global Business Press, 2002

REFERENCES:

1. Financial Institutions and Markets,Bhole : TMH, New Delhi, 2009
2. Financial Institutions and Markets,Meir Kohn: Oxford University Press, New Delhi,2009.

	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
II MBA – II SEM	3	1	0	40	60	100	3
INTERNATIONAL FINANCIAL MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Understand the functioning of international financial system and monetary system.

CO2: Identify the international financial markets and analyse the various international financial instruments.

CO3: Define and explain the foreign exchange market.

CO4: Identify and evaluate foreign direct investments.

CO5: Develop strategies to deal with types of risks associated with MNC's.

CO6: Develop strategies to deal with international tax environment.

SYLLABUS:**UNIT –I: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT**

Nature and scope and importance of international financial management, International Financial System, functions and components, international monetary system: Evolution of international monetary system: gold standard, interwar period, Bretton woods system, fixed vs floating exchange rate system, currency board, monetary union.

UNIT –II: INTERNATIONAL FINANCIAL MARKETS

Eurocurrency market, international bond market, international equity market, international money market; global financial institutions–IMF, Bank for International Settlements; international banking- euro bank. International financial instruments–euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs.

UNIT –III: FOREIGN EXCHANGE MARKET

Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER); Foreign Exchange Management Act ; BOP, BOP trends in India; current account deficit, capital account convertibility, Tara pore Committee Report; Parity Conditions- Purchasing Power Parity, Interest Rate Parity, International Fisher Effect, International debt crises and currency crises-Asian currency crisis, Greek debt crisis.

UNIT-IV: MULTINATIONAL CORPORATE DECISIONS IN GLOBAL MARKETS

Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment– licensing, management contracts, joint venture, Greenfield investment, acquisition, strategic alliance, international capital budgeting , evaluation of overseas investment proposal using APV; international cash management, multinational capital structure decision, cost of capital.

UNIT-V: RISK MANAGEMENT IN MULTINATIONAL CORPORATIONS

Types of risk-currency risk, transaction exposure, translation exposure, accounting standard for translation exposure in India, economic exposure and assessment; interest rate risk, country risk assessment–political risk, financial risk; risk management through hedging-natural hedges, hedges with currency derivatives–forward market hedge, options market hedge, money market hedge, hedging recurrent exposure through swaps, hedging contingent exposure through invoice currency.

UNIT –VI: INTERNATIONAL TAX ENVIRONMENT

Types of tax–income tax, withholding tax, value added tax, Tobin tax; taxation methods– worldwide approach, territorial approach; tax havens, offshore financial centers, re invoicing centre; Tax treaties- Double taxation Avoidance agreement, multilateral tax treaties; foreign tax credit, tax neutrality tax equity, taxes and the location of foreign operations, tax implications of dividend remittance by overseas affiliate, taxes and organizational form– controlled foreign corporation; Taxation of foreign source income in India; Transfer pricing (TP) and tax planning–TP methods, TP rules in India

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. International Financial Management, Eun C.S., Resnick B.G: Tata McGraw Hill Education Pvt. New Delhi 2010.
2. International Financial Management, Ephraim Clark: Cengage Learning. 2010.
3. International Financial Management, Sharan V., PHI Learnings, New Delhi, 2012.

REFERENCES:

1. International Financial Management, V.A.Avadhani: Himalaya Publication, 2013.
2. International Financial Mangement, P.K.Jain, Surendra S Yadav, Peyrard: MacMillon, 2013.
3. International Financial Management, Madhu Vij: Excel Books, New Delhi, 2011.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
STRATEGIC INVESTMENT AND FINANCING DECISION							

COURSE OUTCOMES: The student is able to

CO1: understand the concept of investment decisions & its process.

CO2: Know how to take investment decisions under different situations.

CO3: Understand the different types of investment & decisions.

CO4: Analyse different investment decisions.

CO5: Understand the motives for financial implications like mergers & acquisitions and lease financing.

CO6: Understand different types of international capital structure.

SYLLABUS:**UNIT-I: INVESTMENT DECISIONS**

Introduction, features, investment decision process, selection of profitable projects. Evaluation of investment opportunities, basic issues, replacement decisions, traditional methods of appraisal and discounted cash flow techniques, equivalence of NPV and IRR, The case of intangible benefits and costs. Profitability Index and Excess present value Index.

UNIT-II: INVESTMENT DECISIONS UNDER CONDITIONS OF RISK AND UNCERTAINTY

Concepts of risk and uncertainty. Risk Analysis in Investment Decisions. Risk adjusted rate of return, certainty equivalents, probability distribution of cash flows, decision trees, sensitivity analysis and Monte Carlo Approach to Simulation. Investment Decisions under capital constraints: Capital Rationing Vs. Portfolio. Portfolio Risk and diversified projects.

UNIT-III: TYPES OF INVESTMENTS AND DISINVESTMENTS

Project abandonment decisions, Evidence of IRR. Multiple IRR, Modified IRR, Techroin, Robicheck and Mordalbasso(TRM) solution in dealing with Pure, simple and mixed investments.

UNIT-IV: CRITICAL ANALYSIS OF APPRAISAL TECHNIQUES

Discounted pay back, post pay back, surplus life and surplus pay back, Bail-out pay back, Return on Investment, Equivalent Annual Cost, Terminal Value, single period constraints, multi-period capital constraint and an unresolved problem, NPV mean variance analysis,

UNIT-V: STRATEGIC ANALYSIS OF SELECTED INVESTMENT DECISIONS

Lease Financing, Leasing Vs. Operating Risk, borrowing vs. procuring. Hire purchase and Instalment decisions. Lease Risk Management, Leasing as a Financing Decision, Advantages of Leasing, and Leasing Decision in practice.

UNIT-VI: FINANCING DECISIONS

International Capital Structure: Modigliani Miller Model: Hamada Model of Market Risk: The Miller Model: The Trade-Off Models and Agency Costs: Capital Structure Theory –the Signaling Model. Financial Distress: Consequences, Issues, bankruptcy, settlements, reorganization and Liquidation in Bankruptcy.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Strategic Financial Management, R.P. Rustagi, Sultan Chand & Sons, 1st Edition, 2007.
2. Strategic Financial Management, Ravi M Kishore ,Taxman, 2nd Edition, 2012.
3. Planning, Analysis, Financing Implementation and Review, Prasannad Chandra, TMH, 6th Edition, 2012.

REFERENCES:

1. Financial Management, I.M. Pandey, Vikas, 6th Edition, 2012.
2. Financial Management Text and Cases, Brigham & Ehrhardt, Cengage, 2nd Edition, 2012.
3. Financial Management: Text, Problems & Cases, MY Khan and PK Jain, TMH, 5th Edition, 2012.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3
LEADERSHIP MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Identifies the leadership qualities to run an organization successfully.

CO2: Understand various behavioural concepts.

CO3: Explain the organisational structures in decision making.

CO4: Analyse the interpersonal behaviour and barriers of communication in leadership styles.

CO5: Understand the group conflicts in business.

CO6: Develop team building resources and know a profile of inspirational leadership in business.

SYLLABUS:**UNIT –I: ORGANISATION**

Management – Leadership Traits – Skills and styles of a leader – Meaning and Significance- Qualities of a good leader - Trait Theory- Blake and Mountain Theory – Other functions of Management.

UNIT –II: BEHAVIOURAL CONCEPTS

Individual Behaviour – Perception – Learning – Attitude Formation and Change – Motivation Theories – Personality Development.

UNIT – III: DECISION MAKING

Leadership for sustainability – Power – Influence Impact – Leadership Practices - Organisational Structures – Organisational Culture – Leadership In Business Organisations.

UNIT – IV: INTERPERSONAL BEHAVIOUR

Communication Process – Contents of Communication - Barriers of Communication Leadership Styles – Influencing Relations- Transactional Analysis.

UNIT – V: GROUP DYNAMICS

Roles – Morale – Conflicts – Groups – Inter Group Behaviour – Inter Group Collaboration and Conflict Management.

UNIT – VI: TEAM BUILDING AND MANAGEMENT

Developing Team Resources – Designing Team – Participation and repercussion – Team Building Activities- Profiles of a few Inspirational Leaders in Business – Jemshedji Tata- NR Narayana Murthy – LN Mittal – Aditya Birla – Karson Bhai Patel – Indra Noui- Chanda Kochar.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. "The many facets of leadership" Goldsmith, Pearson-2004.
2. "Effective Leadership" , Lussier, Thomson Publication, 2007.
3. "A dairy on Leadership", Neil Thomas, Pearson, 2004.

REFERENCES:

1. "Leadership for Innovation" John Adair, Kogan Page Private Ltd.
2. "A Handbook of Management and Leadership, Michael Armstrong, Kogan Page Ltd.
3. "Leadership Development:, Rescuay C Rayon, Elsevier Publishers.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
HUMAN RESOURCE DEVELOPMENT							

COURSE OUTCOMES: The student is able to

CO1: Interpret fundamental concepts of HRM and HRD.

CO2: Understand perspectives of HRD.

CO3: Understand and develop sub-systems of HRD.

CO4: Apply training and development practices.

CO5: Define and development of human capacity.

CO6: Evaluate recent trends of HRD.

SYLLABUS:**UNIT-I: BASICS OF HRD**

Definition, Concept, Evolution of HRD, Objectives, Functions of HRD Professionals, Challenges,

UNIT-II: DEVELOPMENTAL PERSPECTIVE OF HRD

Outcomes of HRD, and Importance of HRD. HRD System Design Principles. HRD interventions; HRD trends and practices in various sectors in India

UNIT-III: SUBSYSTEMS OF HRD

HRP, Process of HRP, Potential Appraisal, Assessment Center, HR Accounting, Organizational Culture and Climate, HR Audit and Bench Marking.

UNIT-IV: TRAINING AND DEVELOPMENT

Meaning and Scope of Training, Training Need Analysis, Developing Training modules. Types of Training: Outbound, Attitudinal. Competency based Training, Training evaluation. Training effectiveness,

UNIT -V: DEVELOPMENT OF HUMAN CAPACITY

Aptitude, Knowledge, Values, Skills of Human Relations, Responsiveness, Loyalty and Commitment, transparency.

UNIT- VI: RECENT TRENDS

Training for trainees and HRD professionals, Promoting Research in HRD, Impacts of developing in the other fields such as Psychology..., career planning & Succession Planning. Learning, importance of experimental learning.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Human Resource Planning: Bhattacharya D.K, Excel Books, 2006.
2. HRD in Indian Entrepreneurs: Dwivedi.R.S, Galgotia Publications, 2005.

REFERENCE:

1. Human Resource Development: Randy L Desimore, Jon M Werner & Harris, Cenage Learning India Pvt.Ltd., Delhi, 2006.
2. Human Resource Development: Srividhya S & Balakrishnan L.Dr, Himalaya Publishing House, 2007.
3. Human Resource Development: Tripathi P.C., Sultan Chand, 1999.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	Credits
	3	1	0	40	60	100	3

INDUSTRIAL JURISPRUDENCE AND LABOUR LEGISLATIONS

COURSE OUTCOMES: The student is able to

- CO1: Define the basic concepts and importance of employee legislations in India.
 CO2: Understand the concept of industrial disputes Act
 CO3: Explain the importance of payment of bonus Act.
 CO4: Evaluate the benefits provided by the payment of Gratuity Act to the employees.
 CO5: Analyse the legal formalities under minimum wages Act.
 CO6: Understand the various provisions of the Factories Act.

SYLLABUS:**UNIT-I: INTRODUCTION**

Employee Legislation-Historical Dimensions of Labour and Employee legislation in India – Industrial Relations in India - Determinants of Industrial relations.

UNIT-II: THE INDUSTRIAL DISPUTES ACT, 1947

Provisions of Act - Strikes and Lockouts – Lay-Offs and Retrenchment – Compensation to workmen – Unfair Labour Practices –Penalty for Strikes and Lockouts –Penalty for Instigation – Penalty for breach of settlement.

UNIT – III: PAYMENT OF BONUS ACT, 1965

Concept of Bonus – Constitutional validity of the act and provisions – Eligibility for bonus – Payment of minimum and maximum bonus- Calculation of bonus with respect to certain employees- Reference of the disputes under the act.

UNIT – IV: PAYMENT OF GRATUITY ACT, 1972

Historical background of the Act –Provisions of the Act – Condition for Gratuity- Quantum of Gratuity- Forfeiture of Gratuity- Compulsory Insurance – Determination of the amount of Gratuity- Exemption of employer from liability in certain cases- Cognizance of offences.

UNIT – V: THE MINIMUM WAGES ACT, 1948

Concept of wages- Procedure for fixing and revising minimum wages- payment of minimum rates of wages- Fixing hours for a normal working day- penalties for certain offences- Exemption of employer in certain cases-cognizance of offences.

UNIT-VI: THE FACTORIES ACT, 1948

Objects of the Act- Approval , licencing and registration of factories- The Inspecting Staff- Health Measures- Safety Measures- Provisions relating to hazardous process- Welfare conditions- Annual leave with wages- penalties and procedure.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Labour and Industrial Laws, P.K.Padhi, PHI, 2007

REFERENCE:

1. Industrial Relations, Trade Unions and Labour Legislation, Sinha: Pearson,2007
2. Liberalisation and Restructing in India, C.S.Venkataratnam: Response Books, 2003

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
INTERNATIONAL HUMAN RESOURCE MANAGEMENT							

COURSE OBJECTIVES: The student is able to

- CO1: Find the challenges of global HRM & strategic role of Global HRM.
- CO2: Adapt different methods of selection and process of Expatriate and Repatriate.
- CO3: Compare the cross-cultural management problems, skill building methods, cross cultural communication and cross culture teams.
- CO4: Make use of factors affecting on compensation and method of compensation.
- CO5: Measure the Global HRD climate and frame strategies to overcome challenges.
- CO6: Compare the international standards, problems and solutions of MNCs and international contract laws related to International Human Resource Management.

SYLLABUS:

UNIT –I: INTERNATIONAL HRM

Introduction, The differences between domestic and international human resources. A Global HR Perspective in New Economy – Challenges of Globalization – Implications of Managing People and Leveraging Human Resource – Conflicts – Strategic role of International HRM.

UNIT –II: MANAGING INTERNATIONAL ASSIGNMENTS

Significance – Selection methods – Expatriate – Repatriate – Process of expatriation and repatriation, Approaches to training, integrating business strategy with international training and development.

UNIT –III: CROSS CULTURE MANAGEMENT

Importance – Concepts and issues – Theories considerations – Problems – Skill building methods – Cross Culture Communication and Negotiation – Cross Culture Teams.

UNIT –IV: COMPENSATION MANAGEMENT

Importance - Concepts – Trends - issues – Methods – Factors affecting on Compensation – Models – Incentive methods – global compensation implications on Indian systems – Performance Management. Benefits, The adjustments and incentives

UNIT –V: GLOBALIZATION STRATEGIC ADVANTAGES THOROUGH HRD

Measures for creating global HRD Climate – Strategic Frame Work of HRD and Challenges – Globalization and Quality of Working Life and Productivity – Challenges in Creation of New Jobs through Globalization – HR Internentions in Y2K - New Corporate Culture.

UNIT –VI: GLOBAL LABOUR RELATIONS

Key issues, international standards, problems and solutions of MNC’s, International contract Laws related to HR.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. "International Human Resource Management": Peter Dowling:, Cengage Learning, 2012.
2. "International Human Resource Management"Subbarao P:, Himalaya Publishing House, Hyderabad, 2011.
3. "International Human Resource Management" NilanjanSen Guptha:, Excel Books, New Delhi.

REFERENCES:

1. "International Human Resource Management"Tony Edwards:, Person Education, New Delhi, 2012.
2. "International Human Resource Management",Aswathappa K, Sadhana Dash: TMH, New Delhi.
3. "Managing a Global Work Force"Chrles M Vance:, PHI Learning, New Delhi, 2009.
4. "International Human Resource Management"Monir H Tayeb:, Oxford University Press, Hyderabad, 2012.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
RURAL MARKETING							

COURSE OUTCOMES: The student is able to

- CO1: Know the knowledge about rural marketing and understand the problems in rural marketing.
- CO2: Analyse the lifestyle, personality and rural marketing strategies.
- CO3: Summarize brand building strategies in rural India.
- CO4: Categorize the various channels of distribution in rural marketing.
- CO5: Understand the marketing communication in rural marketing.
- CO6: Evaluate the recent trends in rural marketing.

SYLLABUS:

UNIT-I: INTRODUCTION

Definition, scope of rural marketing, concepts, and components of rural markets-classification of rural markets. Rural marketing environment: Socio Economic Profile of Rural customer, rural retail outlets, problems in rural marketing, rural demand, rural market index.

UNIT-II: RURAL CONSUMER BEHAVIOUR

Factors affecting Consumer Behaviour, Characteristics of Rural consumer-Lifestyle, Personality and Brand Belief, Information Search and pre purchase Evaluation, Consumer Buying Process, Opinion Leadership, Diffusion of Innovation, Rural Marketing Strategies.

UNIT-III: PRODUCT STRATEGY

Introduction, Product concepts classification, Rural Product Categories-Agriculture Goods and Services, New Product Development Consumer Adoption Process, Product life cycle, Product Mix, Marketing Mix Challenges, Brand building in Rural India, Brand Loyalty Vs Stickiness -Fake Brands- the Fakes Market, Strategy to counter fakes.

UNIT-IV: CHANNELS OF DISTRIBUTION

Distribution pattern and methods in rural markets - Special characteristics of rural channels - Channel management in rural markets - Storage, warehousing and transportation in rural markets.

UNIT-V: MARKETING COMMUNICATION IN RURAL MARKETS

Advertising and sales promotion for rural markets - Major challenges in Media planning - Sales force management in rural markets - Selecting the Media Mix.

UNIT-VI: RECENT TRENDS IN RURAL MARKETING

Challenges for rural marketing:4 A's, Consumer finance, Rural vertical, Retail & IT Models,E-Rural Marketing, Public Private partnerships.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Rural Marketing, T.P. Gopal Swamy, Vikas Publishing House,2/e ,1997.
2. Rural Marketing, Balaram Dogra & Karminder Ghuman, TMH,1/e, 2008.

REFERENCES:

1. Rural Marketing, Sanal Kumar Velayudhan,2/e, Response, SAGE Publication ,2007.
2. Rural Marketing: Indian Perspective By Awadhesh Kumar Singh, New Age International Limited.2007.

II MBA – II SEM	L	T	P	INTERNAL	EXTERNAL	TOTAL	Credits
	3	1	0	40	60	100	3
PRODUCT MANAGEMENT							

COURSE OUTCOMES: The student is able to

CO1: Know the basic concept of product and product management

CO2: Understanding the product planning process and develop marketing strategies for various stages in product life cycle

CO3: Analyze categories of new product and discuss the concept of new product development and management

CO4: Estimate market potential and sales and evaluate methods of market potential and sales potential

CO5: Identify need for market testing and develop strategies for channel management, brand repositioning and CRM

CO6: Analyze the advantages of packing and design strategies for effective packing.

SYLLABUS:**UNIT-I: INTRODUCTION TO PRODUCT MANAGEMENT**

Introduction – Define Product & Product Management - Concept of Product, Service, Ideas, Business to Business Products – New Product Management – Careers in Product Management.

UNIT-II: PRODUCT PLANNING

Definition of Product Planning and Product Planning Process - Defining Market strategies for leaders, challengers, Followers. Product life Cycle and market evaluation – product differentiation and deletions. Product Portfolio Analysis.

UNIT –III: NEW PRODUCT DEVELOPMENT

Categories of New Product – New product Development - New Product Launch – product modification – pricing decision – customer and competitor analysis – product forecasting and financial analysis.

UNIT –IV: MARKET POTENTIAL & SALES FORECASTING

Forecasting target market potential and sales, Methods of estimating market and sales potential, Sales forecasting, planning for involvement in international market.

UNIT –V: MARKETING ORGANISATION

Market Testing – Launch Management – Marketing Metrics – Public policy Issues – Product liability- Environmental needs – Sale methods- Brand Repositioning - Channel Management – Customer Relationship Management

UNIT –VI: PACKAGING

Introduction – Advantages and Importance of Packaging - Packaging design – Consumer protection. Product Piracy, Worthy Products - Personal ethics and Residual Issues - Packaging trends in India.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Product Management-Text, Applications and Cases : K.S.Chandrasekar., Himalaya Publishing House, New Delhi.
2. Product Management : Donald R. Lehmann, Russell S.Winer., TaTa McGraw-Hill, New Delhi.
3. Product Management: S .A. Chunawalla., New Delhi. Himalaya Publishing House

REFERENCES:

1. New Product Management : Merle Crawford, Anthony Di Benedetto, , TaTa McGraw-Hill, New Delhi.
2. “Product Management in India”: Ramanuj Majumdar., PHI Learning, New Delhi.
3. Strategic Brand Management.: Kapferer, J.N. New York, Free Press, 1992.

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
SERVICES MARKETING							

COURSE OUTCOMES: The student is able to

CO1: Know the basic concepts and classification of services.

CO2: Understand customer needs and expectations.

CO3: Explain the process of market segmentation in services marketing.

CO4: Understand the pricing strategies of services marketing.

CO5: Explain role of marketing communication in service promotion.

CO6: Evaluate the consumer grievance recovery strategies.

SYLLABUS:**UNIT-I: INTRODUCTION TO SERVICES MARKETING**

Nature, Importance and characteristics of Services: Growth of Services Sector; Services in the Indian Economy; Classification of services, marketing services Vs. Physical services, Services Strategy.

UNIT-II: CONSUMER BEHAVIOR IN SERVICES

Customer Relationship Marketing: Relationship Marketing, the nature of service consumption, understanding customer needs and expectations, creating and maintaining valued relations, customer loyalty.

UNIT-III: SERVICES MARKET SEGMENTATIONS

The process of market segmentation, selecting the appropriate customer portfolio, positioning a service in the market, value addition to the service product, planning and branding service products, new service development.

UNIT-IV: PRICING STRATEGIES FOR SERVICES

Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies into practice. Service quality Management: Service Quality Audit – GAP Model of Service Quality – Total quality Services Marketing – Service Excellence.

UNIT-V: SERVICE PROMOTION

The role of marketing communication. Setting communication objectives, marketing communication mix. Planning and managing service delivery- Creating delivery systems in price, cyberspace and time. The role of intermediaries.

UNIT-VI: EXTERNAL MARKETING

Word of Mouth Communication. Interactive Marketing: Management of Moments of Truth - Service Deficiencies - consumer Grievance Recovery Strategies. Managing Physical Evidence – Internal Marketing.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. “Services Marketing”: C.Bhattacharjee:, Excel Books, New Delhi, 2010
2. “Service Management and Marketing” :Christian Gronroos, Wiley India, New Delhi,2010

REFERENCES:

1. “Services Marketing “GovindApte:, Oxford University Press, New Delhi, 2010
2. S.L.Gupta, Marketing of Services, Wisdom Publication.2003

II MBA – II SEM	L	T	P	INTERNAL MARKS	EXTERNAL MARKS	TOTAL MARKS	CREDITS
	3	1	0	40	60	100	3
ADVERTISING MANAGEMENT							

COURSE OUTCOMES: The student is able to

- CO1: Know the basic concepts of advertising and analyse challenges and opportunities in advertising.
- CO2: Explain relations of advertising with segmentation and budget decision.
- CO3: Understand the importance of the advertising strategies.
- CO4: Classify media options and evaluate media options.
- CO5: Develop effective advertising campaign.
- CO6: Evaluate the role of AD agencies and explain the structure of AD agencies.

SYLLABUS:**UNIT-I: CONCEPTS OF ADVERTISING**

The Field of Advertising, Introduction, Integrated Marketing Communication, Advertising and its types, Comparative Advertising, Communication Models in Advertising.– Challenges and Opportunities in Advertising – Economic, Social and Ethical Aspects of Advertising.

UNIT-II: INTEGRATED ADVERTISING PROGRAM

Analysis of Mission & Market Objective Setting & Determining Target Audience, Understanding Segmentation, Positioning, Budget Decision, case study on Budgets.

UNIT-III: UNDERSTANDING MESSAGE STRATEGY

Message & Copy in Advertising, Headlines in Print & TV Advertising, Visualization & Layout, AD Appeals, Testimonials & Celebrity Endorsement

UNIT-IV: MEDIA

Types & Decision Types of Media, Media Selection, Media Planning: New Perspective, Media Decision. Media Mix Decisions – Developing Media Strategy – Creative Strategy and Copy Writing – Different Types of Appeals.

UNIT -V: CAMPAIGN MAKING

Three Phases of Campaign Creation, Steps of Effective Advertising, Upsetting the applear in the scooterette category In Style! Case study, Understanding Campaigns.

UNIT -VI: ADVERTISING AGENCY

Advertising Stake Holders – Advertising Organization, Evolution & History of advertising Agency, The working of AD agencies, Organization Structure of Advertising Department, Interface with other Departments, Functions of Advertising Agency.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

TEXT BOOKS:

1. Advertising Management, Dr. Varma & Aggarwal, King Books, 1998.
2. Advertising Principles and Practice, Wells Burnett Moriarty, PHI, 2005.

REFERENCES:

1. Foundations of Advertising, S.A. Chunawalla, KC Sethia, HPH, 2010.
2. Compendium of Brand Management, Chunnawala, S.A., HPH, 2004.